

HIRAM WALKER

His Life

His Work

and

The Development of the Walker Institutions

in

Walkerville, Ontario

Being a Biography of Hiram Walker including a brief sketch of
the Walker lineage on American soil since 1661, a detailed
narrative of Hiram Walker's life and lifework, as well as a
comprehensive epitome of the development of the Walker
Institutions under his sons and grandsons.

By

Francis X. Chauvin, M. A.

The Life and Times of Hiram Walker

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Chapter 1

Colonisation of New England - Motives and Methods of
settlement - The rise of two rival colonies on the North American
continent - Progress of the English colonies - The beginning of
Massachusetts - Industry of pioneers - The coming of the Walkers.

Chauvin's History of Life and Times of Hiram Walker

Chapter 1

Among the many contemporaneous documents available for the early history of Canada and United States, the most reliable are the personal narratives of Samuel de Champlain, of New France, William Bradford, of Plymouth, and John Winthrop, of Massachusetts Bay. Written in the autobiographical form, they are a sincere record of what happened under their own rule and observation. No serious and impartial historian could attempt to write the colonial history of the Dominion of Canada or of the American Commonwealth without consulting them and making them his chief source of information.

With the settlement schemes of France in the New World we have not to deal here, except perhaps in a casual way when, in analysing the motives and illustrating the methods of England's colonisation system a reference to those of her rival on the St. Lawrence may have a contrasting value.

Although it is not improbable that the New England coast was explored by hardy Norse fisher folk as early as the tenth century, it was not until Brereton, who had accompanied Captain Bartholomew Gosnold on his voyage on the "Concord" in 1602, pointed them out that the advantages of the American Atlantic shores as a field for colonisation became known to Englishmen. A few years later, in 1609, the first English colonists landed at Jamestown, and in 1620 and 1627 respectively, the Pilgrims arrived at Plymouth, and the first instalment of Puritans under Endicott disembarked in Massachusetts Bay.

The Virginia Company, by virtue of whose charter the first permanent settlement was made in United States, was a commercial and colonisation corporation. The desire of some of its shareholders

may have been to check Spanish expansion, but it is certain that the principal object of the company was money-making. On the contrary self was not the lure of the Pilgrims and the Puritans in leaving their mother country. They indeed expected to have to look to trade for their support, but their real purpose was to escape England's control in propagating their religious notions.

Subsequent events illustrate how the difference between these two motives in emigrating influenced the development of the Virginia and Massachusetts colonies. Urged into their venture by purely material considerations the Virginia colonists accepted without much protest the dictates of the parent state in the government of their local affairs. But the Pilgrims and the Puritans, prompted as they were by a high religious emotion and an unquenchable thirst for freedom, resisted with a never-failing energy the slightest approach to political encroachment. Virginia gradually organized herself into a self-governing body, but it never enjoyed the measure of independence which the Massachusetts colonists practiced from the very first to the very last. The Virginians as a body did not stretch the intention of their charter, but the Separatists of Plymouth and the Puritans of the Bay constantly assumed rights which were not conferred on them by their territorial charters. This spirit of independence led the Bay colonists to the most glaring inconsistencies.

The most conspicuous features in the theocratic state established by the Massachusetts Bay Colony were the Puritans' insistence upon political self-government, and, at the same time, their rigid persistence in the enforcement of religious intolerance. These two contrasting principles are difficult of reconciliation. That the Puritans should have been jealous of their rights to self-management is quite natural. They were the descendants of those Englishmen of the thirteenth century who had given popular government to their

country, and when they landed on the North American shore, where they breathed the stimulating atmosphere of a new continent and realized all the incalculable possibilities of their new realm, they dreamed of republicanism, or of some form of government tending towards republicanism. They proceeded, therefore, to establish a system of statecraft which put into effect their theoretical aspirations and their inherited tendencies. But their principal reason for leaving England was that they were smarting under what they looked upon as ecclesiastical tyranny. That they should, after such experiences, have instituted, in the Puritan Commonwealth, a regime that inflicted banishments, fines, whippings, imprisonment and death upon dissenters, such as the Quakers, the Antinomians and the Episcopalians, appears wholly inconsistent.

However, whatever may be our interpretation of the Puritans' attitude towards schismatics, it is an historical fact that it was they who laid the foundation of the great American nation. They furnished the elements of popular government. By their General Court, with its upper and lower house, which made the laws; by their executive who administered these laws; by their judiciary who saw that the laws were justly interpreted and enforced, they supplied the fundamental model after which the political constitution of United States is fashioned. Whatever fault may be ascribed to the original oligarchical and intolerant Puritan plans, this much credit must be given early New England statesmen: That they have provided the substructure upon which the present political edifice of United States is built.

At the same time that England was colonising the Eastern States, another European nation was transplanting her subjects in the valley of the St. Lawrence. It was France, England's most powerful military

and commercial rival. Originated within two decades by commercial companies, these two colonies early developed into two political organizations that, for more than a century, contended for the control of trade, and finally grappled each other at the throats in a gigantic struggle for the possession of the continent.

The triumph of England over France on the battlefields of the New World correctly expresses the degree of success attained by the two European colonisers. Whilst England left her colonists practically free to manage their domestic affairs, France imposed on her transplanted subjects all the trammels of her feudal statutes and traditions. Whilst England allowed her colonists to trade wherever convenient and profitable, France forbade her colonial subjects to engage in commerce with any other nation than herself. The colonial policy of England meant progress; France's policy meant stagnation. When the last act of the New World drama was played on the Plains of Abraham, there were, in France's vast American empire, only some 60,000 Frenchmen scattered along 3500 miles of river and lake from Cape Breton to the Gulf of Mexico; whereas East of the Alleghenies, 2,500,000 Englishmen were enjoying an ever-increasing prosperity.

Contrary to the French of the St. Lawrence who were frozen inland for six months of the year and who, consequently, were impelled to expend their energies in quest of the furs and peltries that the forest yielded, the New Englanders of the Massachusetts Confederation, living by the sea, showed no inclination to explore the recesses of the interior, and vigorously engaged in foreign commerce. The sea being the natural element of Britons, the Puritans and their fellow-colonists by the coast took to it for their support. They caught fish in trawlers of their own and built ships in which to transport the fish to the

European market. Fishing and ship-building were the two industries upon which the Massachusetts prosperity was built.

But second only to the sea industries were the "Home-spun" industries of the early New Englanders. They did not alone catch fish and sell it; they also raised sheep, sheared their wool, made looms to weave it into yarn, and built mills to make clothing; they raised cattle and tanned the leather for their own shoes; they trapped fur-bearing animals and felted the furs for their own hats; and finally they dug ores from their own bogs, smelted their own iron, and as emergencies demanded it made their pistols, guns and ammunition with which to fight their enemies.

Their industry was untiring. There was what might be called restlessness in the blood of these early New Englanders, who seemed able to adapt themselves to all circumstances; there was, in all of them, a passion for work of a creative character. Within eighty years after the foundation of the colony the New Englanders were the world's largest ship-builders; their foreign commerce took them to every part of the globe, and the ports of China were as familiar to their sailors and mariners as the harbors of England, Spain or of Portugal; the furs of the New England forests were as well known on the Peking marts as were Chinese tea and silk on the Boston or Salem markets.

In their territory they brooked no obstacle to their expansion. They subdued the Pequots in 1636, and in 1675 they thwarted King Philip's conspiracy. As their numbers increased they took up new lands, founded new towns and established new provinces. Such was their progress that, by the end of the seventeenth century, the New England colonists might have been said to be independent of the rest of the

world. They had so subdued the soil and developed their natural resources that they had caused them to yield nearly everything that was needed for their support.

Among the early settlers of this race of pioneers that gave birth to the great American nation are some of the ancestors of the subject of this history. Although this is not meant as a genealogical record, perhaps a brief review of the life of some of the forefathers of the man who laid the foundation, on the banks of the beautiful Detroit River, of the great Walker institutions, will not be devoid of interest.

The Life and Times of Hiram Walker

by

Francis X. Chauvin

Chapter 11

The Walker ancestry - Thomas Walker the founder - His life and his descendants: Thomas, Obadiah, Benjamin, Willis and Hiram.

Life of Hiram Walker

Chapter 11

Little or nothing is known of Hiram Walker's ancestry beyond the first Walker emigrant, who, it would appear from the records that have been consulted, lived in Boston in 1661. This was Thomas Walker.

As there were three main branches of Walkers who emigrated from England at about the same time, and as the records in respect of the relationship among these branches, are somewhat confusing, it has been thought advisable, for the sake of accuracy in establishing the ancestral continuity of the Walker family, not to trace Hiram Walker's descent beyond the advent of Thomas Walker on England's colonial soil. In as much as this covers a period of more than a century and a half (1661 to 1816) little else should be required to establish the character of the stock from which Hiram Walker sprung. Inference, however, would give Thomas Walker's birthplace in England as Norwich.

The records throw no light on Thomas Walker's activities in Boston. It is not improbable that he devoted some of his time to educational work for when he made application for the privilege of opening a free school in Sudbury, Mass. his request was promptly granted by the local authorities. When we take into consideration the nature of the work which the General Court of Massachusetts had prescribed for the public schools of the province, we may infer that Thomas Walker was possessed of abundant qualifications, moral as well as intellectual, to fulfill the duties of schoolmaster.

In the early days of New England - and this is true of England before the Reformation - schools were considered an integral part of the state, Religion was a subject of study in all the schools and strict religious rules were imposed on teachers. It was not until men and women began to defy ecclesiastical control and to express, with freedom, differences of opinion on religious topics, that education became a matter of personal as much as of state concern.

The first teacher in Massachusetts was probably Philemon Pormort, who conducted a school in Boston from 1635 to 1638. Prior to 1647 all schools in New England were free schools, which were supported by voluntary subscriptions or by contributions from the pupils. Schoolmasters were, as a rule, provided with accommodation by the inhabitants and sometimes given an allowance by the town. Even after 1647, the year in which public schools were ordered by ordinance to be erected in every town or township, in Massachusetts, which numbered fifty households on its rolls, many free schools were established by schoolmasters who were able to command encouragement from the select men or from the parents. This encouragement was not always liberal. In 1646, a highly respected widow of Woburn, Massachusetts, Mrs. Walker - who, by the way, was not Thomas' relative - kept a school in one of the rooms of her house. She was to receive from the town for her pedagogical work, the sum of ten shillings for the first year. At the end of the year she was paid one shilling and three-pence; the town had deducted seven shillings for taxes and other small amounts for produce. Instances showing the primitive standard of remuneration for teachers in Massachusetts are numerous. Elizabeth Wright, who was the first teacher in Northfield, was paid four pence a week for every child in her school.

Thomas Walker was living in Boston when he applied for accommodation for a free school in Sudbury. What date he opened this school is not known, but the records of Sudbury show that in 1664, Thomas Walker was actually teaching school there. He had been granted a few acres of land upon which he had erected a comparatively large house, and it is one of the rooms of that house which he had transformed into a classroom.

The archives of Massachusetts contain a report on educational matters in Sudbury which was issued in 1680, and which is of sufficient interest to be reproduced here. It reads:

"and as for schools, tho' there be no stated school in this town, for that the inhabitants are so scattered in their dwellings that it cannot well be, yet such is the case that, by having two school

dames on each side of the river, that teacheth small children to spell and read, which is so managed by the parents and governors at home, and prosecuted after such sort as that the selectmen who distributed themselves did within three months last past so examine families, children, and youth, both as to good manners, orderly living, catecizing and reading, as that they returned from all parts a comfortable good account of these matters, and render them growing in several families beyond expectations, rarely reprobable anywhere, encouraging in most places, and in others very commendable, so as that the end is accomplished hitherto and for teaching to write and cipher, here is Mr. Thomas Walker, and two or three others about this town, that do teach all others that need, if people will come or send them".

The fact that alone the name of Thomas Walker is mentioned in this report indicates that he was regarded by the selectmen and deputies of the town of Sudbury as a man of learning, and prominent in his profession.

As to the terms of the contract under which he was hired there is no information available. Since, however, he taught for nearly seven years, it may be inferred that they were more liberal than in the majority of cases where teachers of both sexes were conducting free or independent schools. Four of his eleven children were born while he was at the head of his school, and although living conditions in New England colonial times were far from being so exiguous as they are in our modern days, yet they must have been a source of worry to underpaid officials with family responsibilities.

Whatever may have been these terms, however, Thomas Walker must have felt that they were unsatisfactory, for we learn from the records that, in 1672, he kept a tavern in the same town of Sudbury. In those days taverns were designated as ordinaries,

"We have had a merry and a lust ordinary
And wine, and good meat and a bouncing reckoning",
and the character of those who applied for the privilege of keeping an inn was scrupulously investigated before the request was granted. The dispensing of wine and liquor in those strict Puritan days was a highly respected function, and the proprietor of an ordinary, in order to maintain his privileges, had to be inflexible in matters of doctrine as well as of morals.

Of Thomas Walker's success as an inn-keeper no indications are given in any of the Massachusetts or Sudbury documents. But we may infer from subsequent events that the venture must have been profitable. Within the short period of three years, the humble Walker dwelling and school house, with the patronage that it received when transformed into the Walker Tavern, had become the Walker Garrison, which played an important part in King Philip's War of 1675.

King Philip was the son of Massasoit, an Indian chief who, through the influence of Governors Bradford and Winslow, of Plymoth, had accepted to become the subject and ally of King James. Despite laws making it an offence to sell guns and ammunition to these Indians, Philip had been able to secure a large quantity of both, and from his home, near the site of the present City of Fall River, he had distributed them to his tribe north of Narragansett Bay. For four years he had preached to his people the necessity of organization if they did not want to be driven out of the country. His plan was to strike at the English towns, which were all scattered, on a fixed day in the spring of 1676, and exterminate all the whites.

He probably would have succeeded if he could have kept himself in check. But he became so enthused over the prospects of his success that he made known the details of his plot to a friend of the English, who revealed them, in the fall of 1674, to Governor Winslow. The news was quickly carried to every town of both the Plymouth and Massachusetts colonies, with the result that immediate preparations were made everywhere to stay the invasion.

In Sudbury defensive measures were taken at once, and the people mustered with spirit, although few had any experience in war. In all four corners of the town a selected house was turned into a garrison. On the south side was the Brown Garrison; on the east side was the Goudenow Garrison; on the north side was the Haynes Garrison, and on the west side was the Walker Garrison.

The Walker Garrison must have been substantially built, for it was still standing in 1889, and in good condition at that time yet. It is now demolished.

Chapter 2, page 5

A scant description of it is found in the Sudbury records, and reads as follows:

"The building was a curious structure, with massive chimney, large rooms and a heavy framework. It was lined within the walls with upright planks fastened with wooden pins".

All the able bodied men of Sudbury gathered within these four garrisons, and although several of the towns on the frontier had, by the fall of 1675, been burned down by Philip's war parties, a sense of security prevailed among the people.

The details of the Sudbury fight with the marauding savages of Philip, which took place April 21, 1676, are not within the province of this narrative. These details are contained in a lengthy petition presented by the inhabitants of Sudbury to the General Court of Massachusetts which assembled on October 11th, 1676. The petition recites, with minute fullness, all the important events connected with the Indian attack, tells how it was repulsed and concludes with a statement of the losses suffered. Thomas Walker is among those whose signatures appear on this historic document.

All the awe wrought by Philip's war disappeared with the death of the instigator himself, at the hands of Captain Church, in 1676. Quiet being restored Thomas Walker resumed his hotel business, and, so far as we have been able to gather from the mass of records and documents that we have perused, he remained in his Sudbury home until his death in 1699.

There is as much obscurity surrounding the maiden name of Thomas Walker's wife as there is about his own antecedents in England. He was married in England, and, in all probability, registered his wife, upon his arrival at Boston, under the name of Mrs. Walker. Her first name was Mary.

By his wife, Mary, Thomas Walker had eleven children, born between August 4, 1661, and March 4, 1690. The second, whose name was Thomas also, was born in Sudbury, May 22, 1664. Thomas Walker Jr. is the second of the five generations of Walkers up to Hiram Walker, who begins the sixth on North American soil.

Memo for Mr. Harrington Walker:

Correction: Chapter 2, page 8

Second paragraph, regarding Obadiah Walker marrying Eunice White. It reads: Obadiah Walker had six children.....
September 30, 1746.

The remainder of the paragraph should read as follows:

"He was then in his fifth-sixth year, and must afterwards have lived a quiet, uneventful life, for in but two of the Worcester County records does his name again appear. This is in 1755 and 1758, in connection with two separate purchases of land in Douglas from his son, whose name was also Obadiah." He must have died shortly after the latter transaction."

Certified correct:

Chapter 2, page 6

Thomas Walker Jr. lived with his parents, in Sudbury, for the first twenty-four years of his life. In 1687 he married, in his native town, Martha, daughter of Samuel Howe, who was a member of the firm of Gookin and Howe, owners of vast land acreages which they had bought from the Indians of Natick. In 1688, he purchased from Gookin and Howe, sixty acres of land in the Framingham district, and removed there in the same year.

Framingham had been a plantation since 1675, but it was not until 1700 that it was incorporated as a town. The incorporation came after several petitions had been presented to the General Court praying for it. The name of Thomas Walker Jr. appears on a petition of that character dated March 2, 1692. The incorporation was granted in the spring of 1700 and the first town meeting was held the following August 15th. Thomas Walker Jr. was appointed the first treasurer of the new town. He held that office until the second annual meeting, when he was appointed surveyor of highways, having for colleagues John Shears, Nathaniel Haven and Benjamin Bridges. He performed the function of surveyor for several years.

Besides being the first treasurer of Framingham, Thomas Walker was also one of the original members of the Framingham church. He was an assiduous attendant at church services. At least this is what may be inferred from the records of the town of Framingham which contain a council motion calling for immediate redress to a complaint by him that his seat in the meeting-house was unsatisfactory.

Thomas Walker Jr. died at Framingham, October 25, 1717, leaving his widow, Martha, and ten children. In the following year Martha Howe Walker married John Whitney, of Framingham.

It may be of interest to note, in passing, that it was a brother in-law of Thomas Walker's, David Howe, who built the famous tavern, the "Wayside Inn", so beautifully immortalized by Longfellow. Built in 1702, the "Wayside Inn" remained in the hands of the descendants of David Howe until 1866. Lyman Howe was its last owner.

It is now owned by Henry Ford, the famous automobile king, who purchased it in 1924.

Thomas Walker's third child was Obadiah, who was born in Framingham in 1690. At the age of twenty he went to Marlboro, where he married, May 2, 1715, Hannah Larned, whose father, William Larned, had gained distinction in the fight against the Narragansetts, December 19, 1675, during King Philip's war. He remained in Marlboro until the fall of 1725, when he removed to Sutton. The first mention of the name of Obadiah Walker in the records of the town of Sutton is in 1726. The minutes of the meeting held on March 7 of that year contain the following item:

"Voted that Obadiah Walker be added to the former committee to seat the meeting-house".

From that time on Obadiah Walker occupied a position of prominence in practically all the affairs of Sutton. In 1728 he was appointed on two of the most important committees of the town, and in subsequent years he was entrusted with numerous functions of responsibility by his fellow-townsmen. His name is linked with every forward movement of the town. He was selectman for fifteen years, assessor for four and Moderator, for one year, of the Congregational church. He was also interested in military affairs, and from 1741 on he held the rank of lieutenant in the militia. He is listed among the officers in Colonial Service from Sutton, thus gaining for himself and his family descendants the right of membership to the Society of Colonial Wars.

Obadiah Walker had six children by his wife, Hannah Larned, who died in 1737. In 1745 he married Eunice White, a widow, by whom he had a son, Benjamin, who was born September 30, 1746. He was then in his fifth-sixth year, and must afterwards have lived a quiet, uneventful life, for in but two of the Worcester County records does his name again appear. This is in 1755 and 1758, in connection with two separate purchases of land in Douglas from his son, whose name was also Obadiah. He must have died shortly after the latter transaction.

Chapter 2, page 8

Benjamin Walker lived with his widowed mother in Sutton until his marriage to Elizabeth Harwood, and then he settled in Douglas, where he raised his family of nine children. Engaged in the development of his unbroken farm on the east side of the new town of Douglas he took little part in municipal affairs. However, he was always interested in educational matters. In 1774 he was one of the principals in memorializing the town to improve schooling facilities. His interest in educational affairs caused the selectmen to name the section of Douglas in which he lived the "Benjamin Walker District". The youngest of Benjamin Walker's children was Willis Walker, who inherited part of the paternal homestead.

Willis Walker was born in Douglas, November 19, 1788. At the age of twenty-two he married Ruth Buffum, daughter of Benjamin Buffum, one of Douglas' foremost citizens. By her he had four children, the third of whom was Hiram Walker, the subject of this history, who was born July 4, 1816. Willis Walker died in the year 1825, a victim of the epidemic of small-pox which swept some twenty of the most prominent members of the Douglas community in that year.

Life and Times of Hiram Walker

by

Francis X. Chauvin

Chapter 3.

The Town of Douglas. Its origin and growth. Hiram Walker,
his early education. The death of his father. Conditions in
Douglas in 1832. Hiram leaves home, to seek fortune elsewhere.

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Life and Times of Hiram Walker

Chapter III.

The town of Douglas, Massachusetts, was named after Doctor William Douglas, a wealthy physician of Boston, in 1746. In consideration for the honor of having his name given to the new settlement, Dr. Douglas gave the inhabitants a tract of land comprising thirty acres, upon which there stood a dwelling-house and a barn, and also donated the sum of \$500 as a fund for the establishment and maintenance of free schools.

Doctor Douglas was of Scotch origin, and came to America from East Lothian in 1718, establishing himself in Boston, where he entered the practice of his profession. He died October 21, 1752. The Boston Evening Post, announcing his death in its issue of October 23, paid the following tribute to him:

"His superior knowledge in the different branches of literature especially those which related more immediately to his profession, rendered him eminently useful to the public, and has given him a distinguished name in the learned world."

For thirty years prior to 1746, that is from the time of the first occupancy of the southern part of Worcester County by the whites, the town of Douglas was known as "New Sherburn", by reason of the fact that a majority of the original settlers came from Sherburn. For times immemorial the entire region had been, as all other parts of the North American continent originally were, the home grounds of Indians, chiefly of the Nickmuck tribe, who found in the geological formation of the district suitable materials for the fashioning of arrowheads, hatchets and all their various crude implements of war or peaceful industry, and who regarded its surface sufficiently diversified with hills and valleys to satisfy their natural craving for picturesqueness.

The Nipmuck Indians were among those who are designated by early historians as "praying Indians", because of their prompt acceptance of the Christian doctrine. They were not so averse to the coming of the whites as were the Indians of several other tribes, and the surrender of their possessions either to land capitalists from Boston, or to the General Court for disposal in the form of grants, or to private individuals, was generally affected without acrimony.

When the pioneers began to occupy the lands upon which the future town of Douglas was to be built, large tracts had already been used by the inhabitants of the adjoining townships of Oxford and Mendon as grazing commons. Annually a portion of the wooden area of the territory was being burned down and turned into pasturage for cattle. It was through this wanton devastation of valuable timber that the qualities of the Douglas region for pasturing became known to the farmers of Sherburn, Holliston and other towns. They consequently came in swarms, and their arrival put an end to the yearly fire ravages of the neighbouring farmers.

In 1755, to which date our interest in Douglas reverts, the new settlement between the Blackstone valley on the east and the Quinebaug valley on the west, was still a very small community. It was in that year that Obadiah Walker, son of Thomas Walker Junior, made his first purchase of land in Douglas. The land was intended for Asa, the fourth of his children by his first wife, Hannah Larned, and was bought from his other son, also named Obadiah, who had previously purchased it from one of the original settlers. What disposition Asa Walker made of this farm is of no particular interest here. He apparently never settled upon it for he always lived at Sutton and died there at the advanced age of 83.

In 1758, Obadiah Walker purchased, again from his son Obadiah, another tract of land, adjoining the lot he had bought three years previously. This land was given to his son, Benjamin, whom he had by his second wife, Eunice White. Benjamin Walker removed to Douglas shortly after his marriage, in Sutton, to Elizabeth Harwood, as has been seen in the preceding chapter, and remained there until his death.

The youngest of Benjamin Walker's nine children was Willis Walker. He inherited part of the paternal homestead, and was settled upon it when he died in 1825, at the age of thirty-seven. The Douglas records mention his name in two instances only. The first is on Nov. 4, 1822, and reads as follows:

"Nov. 4, 1822.— Paul Dudley, Aaron Wallis, Benjamin Cragin, George Emerson, Willis Walker, Ebenezer Balcome, Prince Parker, and Comfort Martin, Jr., were appointed a committee to define the limits of each school district, which they performed to the acceptance of the town."

The second instance is in connection with his premature death from small-pox, in 1825.

Hiram Walker, the subject of this history, was only nine years old when his father died. The other children of the family were Eunice, age 15, Chandler, 13, and Julia, who was only three years old.

Hiram Walker's early years were uneventful. At the time of his father's death he was attending the school which had been erected principally through his father's very efforts, in the district which thirty-five years previously, had been given the name of "Benjamin Walker", after his grandfather.

In those days education was not as formal as it is in our present day. The common school curriculum was not as elaborate as it is now, being limited to the three R's and a daily scriptural exposition. It is not improbable that catechizing received even greater importance than "reading, writing and ciphering"; but if there was any absence of systematic schooling,

a century ago, this absence was amply made up for by a strong religious discipline, which, after all, is a much better and greater influence in the moulding of character than all the many things that are now-a-days intended for the delight of the mind and the spirit. In the Douglas school young Hiram Walker perhaps did not learn to master Euclid or to decline the paradigms of Greek verbs, but he learned, through example and precept, to practice those principles of honesty, morality and independence which so briskly bring a man's natural talents to an early maturity.

In those times education was not compulsory, but Hiram Walker attended school regularly. His parents were descendants of immigrants who had been drawn from a class of people which, above all, had learned to think for themselves. It was, in fact, that very faculty which had caused them to differ and separate from the great body of their countrymen in England. If, therefore, their children were to continue to nurse a spirit of independence and self-reliance, it was necessary that they should receive an education which would hold their morals and manners. Thus it is that Hiram Walker was kept at school and was taught, from his earliest age, to regard education and discipline as the chief moulders of character, and the principal agents in the making of sturdy citizens. He frequented the Douglas school until he was sixteen years old.

In 1832, the population of the town of Douglas, according to official records, was nearly 1,800. Its progress, although not so phenomenal and spectacular as that of other centres, had been steady. But the early indications that Douglas would become the hub of a manufacturing district had been disappointing. The only industries of the town, at the time referred to, were David Wallis' planing mill, Samuel Lovett's forge and machine-shop, Ezekiel Preston's cotton factory and a few other minor enterprises which ill-deserve the name of manufactories. Already several

ventures in the manufacture of satinets and cassimeres had failed, and, though the presence of large ponds and rushing streams within the limits of the town supplied ample operating power, manufacturing was, at that particular time, on the decline.

Concrete details of Hiram Walker's life, from his school days until he left the paternal homestead to seek fortune in other parts of the country, are not available. The interest he showed, in later years, in agriculture, and the knowledge he displayed of farming would indicate however that a considerable portion of his time was spent on his widowed mother's farm, which remained under the management of David Walker, his uncle, until Chandler Walker, Hiram's older brother, took it over.

The official records of Douglas make no reference to Ruth Buffum Walker, mother of Hiram, after the death of her husband, Willis Walker. A tradition, which has lived to this day, has it that she never married again, but lived with her son, Chandler, until her death. She belonged to one of the most respected families of Douglas, and, as a mother, continued the traditions of New England mothers, in respect of tenderness and devotedness.

After "until her death". add:

Another tradition is to the effect that her time was shared between her son, Chandler, and her daughter, Julia, who married Parley Putman, and who lived at Sutton. She also made frequent visits to her older daughter, Eunice, who was then Mrs. Ashel Sherman, of Douglas.

His brother Chandler's marriage and the somewhat protracted business conditions in Douglas caused Hiram Walker to look elsewhere for a livelihood. This was in 1836. He was then only twenty years of age. He had no practical experience in any line, but the surroundings of his youth, and particularly the death of his father, at a time when the mind is

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Another tradition is to the effect that her time was shared between her son, Chandler, and her daughter, Julia, who married Parley Putman and who lived at Sutton. She also made frequent visits to her older daughter Eunice, who was then Mrs. Ashel Sherman, of Douglas.

retentive and impressions lasting, had made him old for his years. He was of a quietness, a pensiveness and a thoughtfulness that are rarely found in a lad of twenty. His character and his innate virtues acted as a counterpoise to his lack of experience.

This decision to seek fortune away from the place of his birth marks the dawn of Hiram Walker's remarkable career. It was not a bold decision born of impetuosity or occasioned by a sudden distrust of the promises of his home town; it was the result of a quiet analysis of local business aspects held up in contrast with the prospects which his self-confidence and optimism were tracing on the distant horizon. He knew his weaknesses, but he had faith in his power to overcome them; he had seen enough of the things of the world to realize that many are the reefs upon which an inexperienced young man may be thrown, upon entering on the path of life, but he had confidence that his judgment would steer him away from dangers. And he left.

We shall next see Hiram Walker behind the counter in a Boston dry goods store, his eyes turned to the West, whose formidable and luring call he had heard.

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Life and Times of Hiram Walker

by

Francis X. Chauvin

Chapter 4.

Boston in 1836- Employment in a dry goods store. The call of the west. His deliberations regarding opportunities in the west. Immigration in Michigan. Detroit in 1838. The Patriot War. Arrival in Detroit. Contrast between Boston and Detroit as fields of opportunities.

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Life and Times of Hiram Walker

Chapter 4

In 1836, Boston was a city with a population of 60,000. It was, then as to-day, the metropolis of the State of Massachusetts.

What impression Hiram Walker received at the sight of this "large" city will never be known. There he was, a young lad of twenty, untutored in business, with only an imperfect conception of modern city life, with no definite plans for the immediate future, and with only a few dollars in his pockets. If we were to give our imagination its full sway we could perhaps pen an interesting picture of Hiram Walker, upon his arrival in the romantic city of Boston, forty-five miles distant from his Douglas fireside, where he had left a widowed mother, a brother and two sisters. But no place can be found, in the biography of a man whose life is so crammed with activity, for such an imaginary picture.

His first thought was for food and shelter. This he obtained in one of the many hostellries of the city. His second thought was for work. For if his inexperience placed a veil between him and the future, if his training at home and at school had opened no definite path in which he should engage, his conscience told him that work, and work, and again work, is the surest road to success and fruitful achievements. A few days later he was behind the counter of a dry goods store, on the main street of Boston.

Hiram Walker's habitual reticence, which he maintained throughout his long career, has left practically all of his life in Boston to conjecture. But the few details regarding his sojourn in the Hub City

that are available -all of which have come to us through family traditions- indicate that the extraordinary business ability which he displayed in later years received its first impulse in Boston. In Boston it was that Hiram Walker acquired his commercial education, and he acquired it through practical experience in an establishment where his all-round duties made him familiar with the various phases of business enterprises.

Boston was an important seaport. At the time we are referring to; more than 1500 ocean vessels entered and left its harbour every year, bringing goods from Europe and carrying back American products. His was the lot, after a few months of employment, to order, receive, check and price all merchandise needed by, or consigned to the owners. Such multitudinous tasks, in an establishment whose counter business was large, constituted a training of tremendous value to a man of such natural endowments as Hiram Walker. His functions placed within his grasp all the essentials of business economics, from the broad principles of general commerce to the technical details of local, every-day trade.

Had Hiram Walker chosen to remain in Boston he would undoubtedly have left the same mark there that he left in his later fields of endeavours. But the dull times of 1837, which shook business in Boston to its very foundations, acted as an imperious suggestion upon his alert mind.

This business protraction took place at a time when New England youth was beginning to respond, with eagerness, to a new call. Until then New Englanders had been content to live at home, building the foundation of a nation. For two centuries they had beaten ocean trails and had supplied an ever growing mercantile marine with sailors: the sea had gratified their love of adventure and danger. But now the rail-

roads were opening new fields, and, whilst clamping together the vast spaces of the country, were breaking down the barriers which had kept the interior unknown to five generations.

Hiram Walker was not deaf to that call. There, in the distance, was a goal, and only a dash to it. There, yonder, was a new scene, whose exhilarating air of boundless possibilities, was a challenge to his spirit of ambition; there, beyond the Alleghenies, was a new theatre, upon which he would give sway to his tireless activity, unimpeded by the trammels of conventions and ultra-conservatism; there, in that new land, which had been made famous by frontiersmen and backwoodsmen, he would buffet experience, and, without flinching at obstacle or set-back, would fight his way through to victory.

This was only a dream; perhaps, at the time, a wild one. But the future was to tell how, what seems only a dream often becomes a reality, if the will to succeed is undauntable.

Every day Hiram could see floods of young men leaving Boston to seek their fortunes in the West. The majority of them were going to Michigan, to which transportation had been facilitated by the opening of the Erie Canal in 1825, and by the completion of the Welland Canal in 1831. One could travel, then, from Boston to Detroit in six days, whilst prior to 1825, the journey took at least two months. To the Easterner of that day Montana and the Dakotas were myths, and the Saskatchewan meant less than the Yangtse-Kiang. The wave of emigration, therefore, to Michigan, Indiana, and Illinois, was continuous and unrelenting. The number of young men who were forsaking the barren Atlantic Coast for the promising wilderness of the West was mounting month after month. That tide of emigration had been flowing for eight years. Aided by a systematic propaganda on the part of

Michigan and Detroit public officials, the flood had reached its highest point in the spring of 1837, when one day in the month of May, no less than 2400 settlers had landed in Detroit, nearly all from New York and New England. New England was being seized by an intense emigration fever, a fever which pervaded every hamlet, and which was kept unabated by appeals in the form of pamphlets, one of which contained the following:

Michigan

"Known ye the land of the emigrant dear,
Where the wild flower is blooming one half the year;
Where the dark-eyed chiefs of the native race
Still meet in the council and pant in the chase;
Where armies have rallied, by day and by night,
To strike or repel, to surrender or fight?
Know ye the land of the billow and breeze,
That is poised, like an isle, 'mid fresh water seas,
Whose forests are ample, whose prairies are fine,
Whose soil is productive, whose climate benign?
Remote from extremes, neither torrid nor cold,
T'is the land of the sickle, the plow, and the fold,
T'is a region no eye ere forgets or mistakes,
T'is the land for improvement, the land of the lakes.
Our streams are the clearest that nature supplies,
And Italy's beauties are marked in our skies,
And the isle-spotted lakes that encircle our plains
Are the largest and purest this planet contains."

And this couplet from a song entitled "Michigandia", a song which was distributed in every corner of the eastern states;

"Then there's your Massachusetts, one good enough, be sure,
But now she's always laying a tax upon manure,
She costs you pecks of trouble, which the de'il a peck can pay,
While all is free and easy in Michigandia;-
Yea, yea, yea, in Michigandia.

was not without its influence on feverish imaginations. In brief, the current was irresistible, and Hiram Walker was carried away in it. By the middle of the year 1838, he was in the City of Detroit.

Detroit was then a city of some nine thousand. From a town of 1500

in 1828, it had grown to an important city in less than ten years. It was the metropolis of the west, already a living tribute to the foresight of its founder, Antoine de Lamothe Cadillac, a tribute which the future growth of the city was to make of the most glowing character.

All the immigrants who came to Michigan at the time did not stay in Detroit. Many of them were farmers who scattered about in the uplands or along the waterfronts, and who carved their homes in the wilderness. However, as the tremendous growth of the city indicates, a large number established themselves about the nucleus that existed at the foot of Woodward Avenue, and which had been, since the days of Cadillac, the centre of the settlement.

In 1838, the greater part of the population of Detroit was massed between the Detroit River and Jefferson Avenue to the north, and between Wayne Avenue on the west and Brush Street on the east. The main business thoroughfares were Atwater Street, which runs parallel with the Detroit River, and Woodward Avenue, from the river to a short distance north of Jefferson Avenue. Fort Street west and Jefferson Avenue were the principal residential streets.

The year of Hiram Walker's arrival in Detroit was a troublous one in the history of the city. It was, in fact, during the Patriot War, an ebullition which had its inception in the rivalries between the two Canadian political parties, the Tories and the Reformers. The insurrection started in 1837, but it was promptly quelled by the Canadian Militia, the last act of the theatrical demonstration being the capture and the burning of the American steamboat "Caroline" in the Niagara River, on December 29th of that year. This destruction of the "Caroline" called forth vigorous protests from the United States, and General Scott was sent to the frontier to preserve

the peace.

The Canadian rebels, however, had many "sympathizers" in the United States, and these friends of the Patriots made Detroit their rallying centre. The Patriot cause was espoused by the Morning Post, a Detroit paper, and for the whole of the year 1838, Detroit was a boiling-pot, where conspiracies and plots were fomented. United States attempted to enforce neutrality, but despite her efforts in that direction, an attack was made on Windsor, then a borough of some 300 population, on December 4th, 1838. The Patriots were routed by the Canadian troops under Colonel John Prince, twenty-one being killed in the battle, four shot, twelve frozen while tramping through the woods, and sixty-five captured. But the excitement in Detroit had reached such a pitch, during the battle of Windsor, that a watch of one hundred and ninety prominent citizens was appointed the next day to insure protection of property and sound the alarm in case of danger. Among those who stood on the watch was Hiram Walker, who regarded the actions of the American "sympathizers", and those of a few of the American officers, as a breach of neutrality. Fortunately the war ended with the defeat of the Patriots in Windsor.

Hiram Walker's first experience in Detroit was, from all viewpoints, in striking contrast with his first experience in Boston. In Boston he had found a matter-of-fact population, a sort of stereo-typed community, free from radicalism, but more or less deprived of progressive influences by an extensive emigration. In Detroit he found a smaller population, but a vigorous one, a population upon which covenants and traditions imposed no restraints and in the eyes of which individualism was a virtue. In Boston he had found peace; in Detroit he met war excitement and military turmoil. In Boston he had secured employment but he had found no invitation to his commercial spirit; in Detroit he found not only employment, but also a field in which his individual initiative

could be given full sway. Boston no doubt flattered his instinct of conservatism; Detroit, by putting him in competitive contact with a new world, stirred in him all his hitherto latent mercantile energy.

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Biography of Hiram Walker

by

Francis X. Chauvin

Chapter 5.

The decade of 1830 to 1840 was a real "boom" in Detroit. The tide of immigration that flooded the city during those ten years was like the breaking of a dam. It seemed as if all New England's youth had forsaken the Atlantic coast in response to the "Call of the West". Every steamer or sailing vessel that docked was literally loaded down with people seeking homes in Michigan and the "West". As many as five hundred to seven hundred arrived on one boat.

This immigration reached its peak in 1836. An idea of the numbers who came to Michigan in that year may be formed by reading the records of the Land Offices of the state. From May 1st to May 25th the Detroit cash receipts for the sale of lands amounted to \$278,000. The total sales in Michigan for the year exceeded the enormous sum of \$7,000,000.

Much of the land bought was left undeveloped, for Detroit was full with speculators who were purchasing freely in the hope that an advance in the value of property would net them a healthy profit. Several snug fortunes were made in a very short time, but when the panic came, twenty years later, a considerable portion of the lands was sold at less than the original price.

In 1838, the year of Hiram Walker's arrival in Detroit, the spirit of speculation had not subsided. As stated in the previous chapter, the city had then a population of some nine thousand people. There was much activity in practically every line of mercantile endeavour. Trade was good, merchants were optimistic, and business in general was flourishing.

Hiram Walker was then 22 years old. Of education he had only what the Douglas common schools could impart; in business his training was

limited to a year and a half of experience in Boston; but of capacity for work he had plenty, and in ambition he was not lacking. In wordly goods however, he was almost entirely destitute.

Hiram Walker belonged to a family whose principal characteristic was stability. He had in his veins the blood of five generations of pioneers who had faced hardships and had overcome them; who had endured privations, and had known the vicissitudes of life. Although forced by circumstances and conditions to change employment, he was not of the shifting kind that move around from one place to another, that sell their services to the highest bidder, and that waste time in search of more congenial or profitable work. He had inherited from his forefathers the habit of struggle and the love of conquest; and now that the time had come when he should choose an occupation, in a field of his own choice, all his natural instincts were to be called to aid.

His first employment in Detroit was in a store owned by Augustus Gardner. Gardner was a grocer and his grocery was located on Atwater Street, a few doors east of Woodward Avenue. The store had none of the elegance of such structures as the Palmer store on the South-east corner of Jefferson and Griswold Street, or as the Desnoyers store near the Northwest corner of Jefferson Avenue and Bates Street, or of Smart's block on the Northeast corner of Jefferson and Woodward; but as a "place of business" it was one of the popular groceries of the day. Augustus Gardner was a stalwart business man, whose success in the trade was not material influence in directing young Hiram in the choice of a career.

How long Hiram Walker worked as a clerk in Augustus Gardner's grocery is difficult to determine. Like all young men of his times it is not improbable that, for the first few years of his life in Detroit he may have been associated with several employers before launching into business

Chapter 5, page 2.

In second paragraph, after "vicissitudes of life.", add:

Although forced by circumstances and conditions to
change employment, he

for himself. Bent as he was on securing a proper business training it is very likely that he shifted here and there at first, not so much because one merchant offered higher wages than another, but because of desire to make his training as general as possible. It is known, for instance, that he worked at one time for the firm of Ingersoll & Kirby who were dealers in leather and leather goods on Woodward Avenue. Tradition wills it that he also acted as sales promoter in some of the largest general stores of the day like Thomas Palmer's and Oliver Newberry's. He had no money of his own and it was only by saving from his wages that he could expect to gain a small competence.

By 1845, seven years after his coming to Detroit, Hiram Walker had enough money laid aside to buy a share in a business. In the official records of Detroit for 1845, the firm of Walker and Parker is listed under the style of "tanners and leather dealers", the address being given as 54 Woodward Avenue. This Mr. Parker was Willard P. Parker, an expert tanner, who died in Detroit at a ripe old age. The partnership did not last long. It was dissolved in 1846, when Hiram Walker decided to go in business for himself as a grocer on Woodward "south of Jefferson"; but Willard P. Parker continued to operate the tannery until September 15th, 1847, when it was totally destroyed by fire.

The year 1846 marks an important epoch in Hiram Walker's life. Not only does it mark his venture into business on his own account, but it was also in that year that he married Mary Abigail Williams, to whom a detailed reference will be made in the succeeding paragraphs of this chapter.

Hiram Walker was then past thirty years of age. His life, so far, had been but a mere existence. If he had made success his goal he had not yet entered the race for that goal. He had seen men struggle for trade supremacy and he had helped them in the toil, but he himself, although

equipped in talents and capacity, had not yet been in the thick of the competition. Although he might have felt the spark of enthusiasm, he had not yet been in contests where the prize is wealth and personal power.

But now he was right in the game, with a great battle to win and with hosts of rivals already in possession of the field. More than that. Not only was he engaging upon the task of establishing a business; he was also taking on, concomitantly, the responsibility of founding a home. During his seven years in Detroit he had lived after the prevailing custom, boarding at his employer's in the upper story of the building, sleeping in a bunk in the store, building fires in the wood stove, sweeping the floor, and doing countless odd jobs about the establishment. Now he was to have a store of his own, and a home of his own.

Mary Abigail Williams, who became the mistress of that home on October 5th, 1846, was the daughter of Ephraim Smith Williams and Hannah Melissa Gotee, of Silver Lake, Michigan. Like her husband, Mary Abigail Williams, on her father's side, was a descendant of a family of New England pioneers. The founder of the lineage in America, was Robert Williams, a Welshman, who settled in Roxbury, Massachusetts, in 1638. Ephraim Smith Williams was the sixth direct descendant of Robert Williams. His father, Oliver Williams, came to Detroit in 1808, when it was only a trading post. There he entered into business, bringing goods from Boston twice a year and selling them to Indian traders. In 1810 he built a vessel which he named "Friend's Good Will", and on the eve of the War of 1812 between England and United States, he chartered her to the American Government to convey supplies to the troops at Chicago. When Detroit was captured by the British, in August 1812, Oliver Williams, with many other citizens, was marched as a prisoner of war to Kingston, Ontario. On being exchanged some time later he returned to Detroit only to find his property scattered and destroyed,

there being left only his house on Jefferson Avenue, on the opposite side of the street from St. Anne's Church. He continued to make Detroit his residence until 1818, when he explored Oakland County in search of a home for himself and family. He purchased 320 acres of land on the banks of a beautiful lake near Pontiac, which he named Silver Lake, where he cleared a farm, built a home and resided until his death in 1834.

On her mother's side Mary Abigail Williams was a descendant of a French merchant, named Gauthier, who settled in America in the early days of colonization. After the Conquest of Canada in 1760, one of Gauthier's sons removed to Aurelius, New York, and changed his name to Gotee. There he married and had a son named Elias. In 1822, Elias Gotee and his wife moved from Aurelius and settled on a farm near Auburn, in Oakland County. The two families of Williams and Gotee became United by the marriage, in 1825, of Ephraim Smith Williams to Hannah Melissa Gotee.

Mary Abigail Williams was the first issue by the marriage of Ephraim Smith Williams and Hannah Melissa Gotee. She was born in 1826, and had the distinction of being the first white child born in the Saginaw Valley, her father at the time, being paymaster to the Indians of Saginaw County. She married Hiram Walker at the age of twenty, and died September 14th, 1872, of heart disease, being then in her forty-fifth year. Her character as wife and mother will receive our attention later in this work.

Hiram Walker's first venture in business was not a success. He had struck out boldly, but hesitation to break in on old methods with new plans impeded his progress, and caused him, towards the end of the year, to sell his lease. But this set-back did not shake his confidence nor undermine his pluck.....

"Then take this honey for the bitterest cup,
There is no failure save in giving up;

Memo for Mr. Harrington Walker:

Chapter 5, page 6, second paragraph

The word: "In the spring of 1849" should read:

In the fall of 1848

No real fall as long as one still tries,
For seeming set-backs make the strong man wise.
There's no defeat, in truth, save from within,
Unless you're beaten there, you're bound to win."

- and the new year had scarcely been ushered in when he was again engaged, with all his remaining capital, in partnership with Nehemiah Ingersoll, as tanner, the factory being located on Dequindre Street.

As tanners and leather dealers the firm of Ingersoll and Walker prospered for more than two years, both partners sharing in the profits on an equal footing. But after two years fate stepped in and mutilated the hopes of the firm. In the Fall of 1848, a disastrous fire swept the tannery, a large quantity of raw and finished stock being destroyed, leaving the firm of Ingersoll & Walker with no assets other than the small capital which had been accumulated during the two years of prosperity.

This misfortune dissolved the partnership of Ingersoll and Walker, and each set out for himself in a different field. Hiram Walker definitely abandoned the leather business and immediately returned to the grocery business. We shall next see him at 39 Woodward Avenue, attempting, for the fourth time in as many years, to establish a permanent business.

"A little more persistence, courage, vim,
Success will dawn o'er fortune's cloudy rim."

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Hiram Walker

His Life

His Work

by

Francis X. Chauvin, M.A.

Chapter 6

Street numbers in Detroit in 1846. Grocers nearly all liquor dealers.

The method of licensing. Changes in the State Constitution. Their effect of the liquor-dispensing business. The political fight over the liquor law. The Great Western Railway. Prospects in Canada.

Hiram Walker attracted by the lure.

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After the destruction of Ingersoll and Walker's tannery on Dequindre by fire, Hiram Walker opened a grocery store at 39 Woodward Avenue. This was, very probably, the same location as had been described in 1846 as "south of Jefferson". As the records are confusing however, owing to the frequent changes of street numbers in Detroit it is difficult to establish with absolute correctness the location of any business, unless it were a corner or some spot of historic fame. Moreover since the buildings of 1850 have been replaced by modern structures little reliable evidence is left concerning old business sites. The statement that "south of Jefferson" is probably the same as 39 Woodward Avenue is made after a Detroit tradition, the source of which is very reliable.

It was customary, at the time Hiram Walker opened his grocery at 39 Woodward Avenue, for grocers to also keep wines and alcoholic liquors for sale. Prior to 1838 the custom had been so prevalent and the licences so stretched that the word "grocery" was nearly synonymous with the more modern word "saloon". The practice of licencing groceries with varying fortune, ceased only with the introduction of prohibition in late years.

When Hiram Walker started his grocery the right of licencing saloons and groceries for the sale of liquor was in the hands of the City Council, which was governed in the matter by the results of the charter elections. The vote of 1847 having been favourable to the licence system Hiram Walker took out a licence, and on January 1849, he announced in the Daily Advertiser that he had for sale at 39 Woodward Avenue 100 barrels of cider vinegar at 10 cents a gallon, 500 barrels of "good wheat whiskey at low prices for cash", liquors and wines, and groceries at wholesale and retail.

Why the invitation at low prices "for cash" was inserted in the advertisement is easily explained. The advocates of temperance were very active at the time, and their efforts toward securing the inclusion, in the State Constitution that was then being debated, of a clause positively prohibiting the granting of licences, were unremitting. In the face of the uncertainty of the liquor legislation 500 barrels of whisky was a large quantity to have on hand, and Hiram Walker was unwilling to risk his business in hazards over which he could exercise no control. The word "cash", besides indicating that liquors were often dispensed to customers on credit, suggests the imminence of the danger ahead.

In 1850 the State Constitution was adopted, and, as anticipated, Section 47 of Article IV actually contained a positive prohibition of licences for the sale of alcoholic liquor. This new legislation gave rise to considerable agitation on the part of the wholesale and retail liquor dealers in Detroit, and as a result the City Council, at its session of December 23, 1851,

RESOLVED that dealers selling one quart and upwards at a time might be licenced for \$10, groceries for \$25, and coffee houses and taverns for \$30.

This was in defiance of the constitution, and the action of the Council was appealed against. The Supreme Court decided that the city had no right to grant licences for the sale of liquors, and, as a consequence, anyone who cared to do so, could engage in the liquor traffic. The outcome was that nearly every grocer in the city became a liquor dealer, and the regulated system that licencing had created gave way to unprecedented abuses, the while the city treasury being deprived of tax or licence fees.

In second paragraph: Change second sentence for following:

By this time Hiram Walker had acquired the lot and building on the southeast corner of Atwater Street and Woodward Avenue, had named it the Walker Block, into which he had removed his grocery business.

In February 1853 a new liquor law was approved by the legislature. This law was known as the "Maine Law", and it provided that the City Council, or the Township Board, might authorize some one or more persons to sell liquor for mechanical and medicinal purposes upon their giving bonds to sell for those purposes only. The law was ratified by popular vote in the June of that year, and it came into force in the following December. Its immediate effect was to cause a large number of dealers to abandon their business rather than risk it against popular sentiment. Nearly every hotel closed its bars and all grocers whose respect for the laws of the land was not obtunded by the desire of gain also stopped selling.

Such was the situation in Detroit in respect of the operation of a grocery conjointly with a liquor store on December 1, 1853. By this time Hiram Walker had acquired the lot and building on the southeast corner of Atwater Street and Woodward Avenue, had named it the Walker Block, into which he had removed his grocery business. Although the instability of the liquor laws had somewhat affected his business, his success was in marked contrast with several whose entrance in the grocery and liquor traffic was purely speculative. His strict obedience to ordinances, his unshakable adherence to lofty business methods and principles, and his outstanding personality were beginning to produce the results that honest practices coupled with pleasing manners and congeniality always bring about.

On December 9th., new developments took place with respect to the enforcement of the liquor law. The police magistrate, B. Rush Bagg, gave a decision, in a case of illegal sale of liquor, against the prosecution, on the grounds that the law itself was unconstitutional, and therefore void. This decision was a severe blow to the prohibition advocates, and, conversely, a powerful encouragement to the liquor sellers. Its principal effect was that it

In second paragraph: Third sentence.

Substitute following:

He consequently rented the Walker Block, at the corner of Woodward Avenue and Atwater Street, and removed to 16 Woodward Avenue, where he opened a Wholesale and Retail Grocery.

spurred the prohibitionists, and particularly those who were members of the Carson League of the County of Wayne, to new efforts against the sale of liquors. The agitation continued for two more years, when, finally, on February 3, 1855, the Legislature passed what is known as the Ironclad Prohibitory Law. By the terms of this law the traffic in liquors became entirely illegal: no one except druggists could sell liquor, and they could sell only for medicinal, scientific, mechanical, manufacturing or sacramental purposes. Moreover they were required to furnish satisfactory bonds to keep the law. Under the law payments for liquor were ordered illegal; bills for liquors were made non-collectable, and severe penalties were provided against law infractions.

It became evident to all law-abiding merchants that to carry on under such unstable conditions; drastic one year, liberal another; was to invite disaster. As for Hiram Walker it quickly dawned on him that no business can subsist unless there be some assurance that the laws and regulations governing its functioning carry some degree of permanency. He consequently rented the Walker Block, at the corner of Woodward Avenue and Atwater Street, and removed to 16 Woodward Avenue, where he opened a Wholesale and Retail Grocery.

Much of the lower end of Woodward Avenue had, by that time, become a strictly wholesale district, and Hiram Walker's retail business suffered accordingly. It is as a result of these new commercial conditions that he gradually drifted from the retail grocery business to engage extensively in grain buying on a commission basis, in which he had gained some practical experience through small dealings with farmers, during the two previous year. Beginning on a small scale, merely to supply local millers, his business soon grew to such proportions that he definitely dropped all interest in groceries to devote his entire time, money and energy to buying grain. In 1857 his operations extended

to every part of United States and Canada. He was one of the largest shippers to eastern points, and locally he was the leading commission merchant.

It is through his grain trading operations that Hiram Walker began to realize all the possibilities of Canada as a market. Two years previously the Great Western Railroad had been completed from Hamilton to Windsor, Ontario, thus providing the only railroad communication between Detroit and New York and the east. The completion of the road on January 17, 1854, had been made the occasion of the greatest demonstration ever witnessed in Detroit. In the afternoon every place of business was closed and the entire river front was lined with people who gathered to see the incoming train. Dinner was served to 1700 persons and the cost of the reception to the city alone was \$4,329.90.

To men of vision such as Hiram Walker the development of communications with the east opened new business horizons. True Canada was then passing through a commercial depression, but it was felt that the collapse was only temporary. Many things had combined to bring about that depression in Canada. The Crimean War, poor harvest and panics in United States had caused the price of wheat to rise to heights undreamed of. Now these conditions were combining to raise the price of the money that Canada had to borrow in order to push forward with her railway expansion. Land, instead of selling "by the inch" became cheap; but those who had vision perceived that these conditions would not endure, and that they would disappear as the railways gradually clamped together the great open spaces of the country, and opened traffic connections between east and west.

These circumstances and other factors, of which we shall tell in the next chapter, caused Hiram Walker to regard investments in Canada as an attractive lure. He felt that in Canada, where there were so many undeveloped riches and

so much unearthed wealth, the pace of business would inevitably quicken. Little did he dream at the time that the step he was about to take would, in the near future, make him one of the pillars of business in Canada and the British Empire. With that spirit which makes proud ambitions prouder, he said, in substance.

"In the fell clutch of circumstances
I have not winced nor cried aloud.
Under the bludgeonings of chance
My head is bloody, but unbowed.

"It matters not how strait the gate,
How charged with punishment the scroll.
I am the master of my fate,
I am the captain of my soul."



HIRAM WALKER

His Life-----His Work

and

The Development of the Walker Institutions

in

Walkerville, Ontario.

Being a Biography of Hiram Walker including a brief sketch of the Walker lineage on American soil since 1661, a detailed narrative of Hiram Walker's life and lifework, as well as a comprehensive epitome of the development of the Walker Institutions under Hiram Walker's sons and grandsons.

by

Francis X. Chauvin, M.A.

Chapter 7

Conditions in Canada in the '50's. Political morass. Physical development despite governmental inefficiency. Hiram Walker's success in Detroit, where he is a grocer, vinegar manufacturer, distiller, grain buyer and real estate developer. His reasons for establishing his Flouring Mill and Distillery in Canada



Chapter 7

In 1857 Canada was not the land she is to-day. All the vast spaces between the Great Lakes and the Rocky Mountains were the game preserve of the Hudson's Bay Company; and British North America, now the brightest jewel in the British Empire, was a conglomeration of separate colonies, every individual one constituting an independent entity so far as relations with one another were concerned. Canada, then, comprised only Upper Canada and Lower Canada - Canada West and Canada East in the official language of the Act of Union of 1841 -; all the rest of the country, that is Prince Edward Island, New Brunswick, Nova Scotia and British Columbia were, as aforesaid, separate colonies, distinct one from the other, as well as from Canada proper, in their form of government, their money systems, their commercial tariffs, their military defence and their judicial administration.

There was no legislative union in 1857. Confederation was still eight years ahead, and factional interests seemed to intensify the many difficulties involved in the question of federation. Even in Canada proper, racial and religious feelings tended, at the time, to divide rather than unite. Lower Canada was about four-fifths Catholic and one-fifth Protestant; Upper Canada was practically the reverse. That conflicting views in matters of legislation should arise from such a situation is not to be wondered at. In fact, discussions on such topics as education were sometimes very bitter. The question of representation to the Assembly -which dealt with money problems- was another matter that engendered jealously and created ill-feeling. In brief, the cure for the constitutional difficulties that were continuously arising seemed to lie, in the eyes of many, in division rather than in greater union. After sixteen years of trial the Union of the

Canadas was beginning to show protraction and decay.

But despite her constitutional weaknesses, the Canada of 1857, supplied many evidences of constructive strength. The Union Act of 1841, if outlived by 1857, had from the start been a step towards greater things. It made the development of resources possible; it also made the extension of the canal and railway system possible: Instead of the 60 miles of railroad that Canada had in 1850, she now had 1500 miles, and the expectations of seeing Lake Huron connected with the Atlantic were no longer clouded in vagueness. If the Union of the Canadas disentombed constitutional controversies and created political rancour, it had, on the other hand, changed what were merely geographical expressions into what many were proud to call a nation.

In the eye of the real empire-builders, the coming of the railroad in Canada was the biggest factor in the national life of the country. So far settlement had clung to river, lake and sea; now it was thrusting itself into the wilderness that intervened between the east and the west, and was bringing into unity all the far-flung groups that were scattered along the waterways from the Maritime colonies to the peninsula of Essex, which jutted southwest between Michigan and New York. Already thousands of immigrants were pouring into the waste spaces, carving their homes in forests which had hitherto been the hunter's preserve; already the bid for the trade and traffic of Michigan, Indiana and Illinois was turning in favour of the Canadian Provinces. These two facts were of the greatest significance to business men, to men capable of measuring the benefits that would accrue the country, first as a result of the increase in population, and secondly from the commercial wealth occasioned by the opening of land communications between east and west.

As was stated in the last chapter the latter part of 1856 and the year 1857 were hard years for Canada. Several things had combined to bring depression in the country. The Crimean War, successive panics in United States and the

Reciprocity Treaty were so many factors that were uniting to raise the price of the money that Canada needed to carry out her railroad construction program. But it was felt that such conditions could not endure, and that a new era of prosperity would follow this temporary collapse.

Such was the outlook when Hiram Walker, who was then a prosperous commission grain merchant in Detroit, his place of business being at 16 Woodward Avenue, decided to establish a business in Canada. Through careful management, hard work, shrewd investments and the application of sound business principles, he had gained a competence of some \$40,000, and with this money he planned to found, across from his adopted city, Detroit, on the Canadian side of the river of the same name, institutions the development and management of which would give full scope to his boundless energy and to his unlimited capacity for work.

A question naturally comes to mind here. We have seen in the previous chapters how Hiram Walker suffered losses and met with serious reverses in the first four years of his business career in Detroit. Beginning in 1838, as a clerk behind the counter in Augustus Gardner's grocery on Atwater Street, he carried on in that capacity, for various employers, until 1845. His association, in that year, with Willard P. Parker was dissolved in 1846, when he started a grocery business of his own on Woodward Avenue. Unsuccessful in that enterprise he became a partner, in 1847, in the firm of Ingersoll & Walker, tanners and leather dealers. After two years of profitable operations in the leather business, fire stepped in and destroyed the firm's buildings and stock, leaving the two partners with only their cash in the local bank. This misfortune caused the Ingersoll & Walker association to be disbanded, and Hiram Walker returned to his first love, the grocery business. This was in 1849, and it may be said that his prosperity began with this fourth attempt to establish himself in a steady pursuit. His experience in the trade stood

him well at 39 Woodward Avenue, and subsequently at 16 Woodward, 22 Woodward, in the Walker Block and again at 16 Woodward, and he soon became one of the prominent grocers of Detroit.

It may be appropriate to state, in passing, that to record, with every detail, all the events in a life so full of activity as that of Hiram Walker's, would require a space much greater than that which it is intended to occupy here. Hiram Walker lived to the advanced age of 83; his life is an integral part of the history of Detroit and Walkerville. Therefore to mark every step that he made during his 61 years in Detroit and his 42 years in Canada is beyond our immediate purpose.

However the statement that he had \$40,000 when he came to Canada in 1857, particularly after the recital of his successive misfortunes from 1845 to 1849, needs explanation.

We have seen, in the last chapter, that Hiram Walker, following the general practice of the epoch, also became a liquor merchant in 1849. His success as a grocer and liquor dealer, despite keen opposition, is attributable primarily to his stick-to-it-ive-ness -the determination to win. But it was also due to his sparkling genius, that is his faculty to seize opportunities.

Hiram Walker sold vinegar in his grocery. Vinegar is a comparatively cheap commodity; Hiram Walker sold it for 10 cents a gallon; but every sale of it meant a small profit. Hiram Walker reasoned out that his profit would be increased if the wholesale cost were lower. Carrying out his reasoning further, therefore, he conceived the idea of manufacturing his own vinegar. He consequently bought the necessary apparatus, installed it at 126 Woodbridge, in the rear of the Post Office, and soon there issued from the small factory, thousands of gallons of the finest cider vinegar, which Hiram Walker sold to other grocers, and which he himself peddled from door

to door, on both sides of the river. This vinegar factory was sold, June 24, 1858, to William Peak, who paid a very round price for it.

The idea of manufacturing vinegar led to the idea of distilling whisky. Hiram Walker's first barrel of whisky was made in 1854, at 35 Atwater Street, to which address he removed his entire Detroit business in 1859. There was no law in Michigan, at that time, governing the manufacture of spirituous liquors -although there were many attempts being made to control the sale of liquor- and Detroit could boast of a goodly number of brewers and distillers, some of high repute, others more or less unscrupulous, such, for example, as the operators of the "Swill Point" on Larned, between First and Third Streets.

Whisky was selling in those days for less than the price for which vinegar retails now-a-days, but although a gallon of "good" whisky retailed for 40¢ and sometimes less, there was profit in the handling of it. Hiram Walker again reasoned out that his profits would be enlarged if the cost of whisky to himself as dealer were lower. In addition to manufacturing vinegar, therefore, he started to distill whisky. His practice was to buy the "High Wines", which are grain spirits in their rawest form, refine them by the process of leaching through charcoal, and place the product on the market. The whisky thus manufactured was not the type of beverage that CANADIAN CLUB, for instance, is, but "leaching through charcoal" was the general method of making whisky at the time, and the whisky thus produced was considered very good whisky. Walker's whisky soon became as popular as Walker's vinegar, and only the expansion of his Walkerville business caused Hiram Walker to discontinue distilling at 35 Atwater.

To these sources of revenue, namely: vinegar manufacturing, whisky distilling and grocery store, must be added the grain-buying business in which Hiram Walker became actively engaged in 1856, as well as his real

estate investments. By this time Hiram Walker had become a modest property owner in Detroit. The Walker Block, at the corner of Atwater and Woodward, had become a valuable piece of land, and a splendid business site. It brought him round yearly sums in rentals. He was also the owner of a plot of land and a home, just beyond the eastern limit of the Corporation of Detroit, Jefferson Avenue at Beaufait, the value of which considerably increased his general assets and surplus rating. He had also extended his commission grain-buying business beyond the sphere of local millers and was recommended on the Montreal and New York markets.

\$40,000, therefore, as much as the sum may appear to be beyond the achievement of three-quarters of a century ago business men, was really a modest fortune, particularly if we take into consideration all the activities in which Hiram Walker was engaged.

Another question logically arises here. Why did Hiram Walker choose Canada as the field of his new enterprises? There are several reasons for that course.

Foremost among these reasons was the belief that Canada would eventually settle her constitutional difficulties, that she would, within a few years, bring her scattered provinces into one harmonious union, and would afterwards proceed normally towards her destiny. Investments in a country overflowing with undeveloped riches, a country which was being rapidly peopled with sturdy immigrants from the British Isles and from Hiram Walker's own land of Stars and Stripes, were an attractive lure. No defects in the form of government or in the political management of that country could possibly change the destiny which its physical wealth promised.

Second only to this general analysis of the possibilities to be found in Canada was the more immediate fact that Canada, while offering prospects for the growth and rapid development of a legitimate business

Chapter 7, page 6.

After "his real estate investments."

Change next two sentences for following:

By this time Hiram Walker had become a modest property owner in Detroit. The Walker Block, at the corner of Atwater and Woodward, had become a valuable piece of land, and a splendid business site. It brought him round yearly sums in rentals".

almost as strong as Detroit, also presented the additional advantage of cheaper real estate, cheaper building materials and greater supply of labour. These were important considerations, for Hiram Walker only had \$40,000, with which to lay the foundation of businesses of considerable magnitude. Moreover Canada enjoyed better transportation facilities to eastern points, in as much as she had both land and water connections thereto.

A third reason was the absence in Canada-at least in that part of Canada where he purposed establishing himself- of strong competition. True there were, at the time two distilleries in Windsor, but their very presence there was more an invitation to establish another in the vicinity than an obstacle against such a course.

Hiram Walker saw the opening and did not let the opportunity pass by. On the other hand Detroit, with a population of approximately 45,000, was noted for the number of its distillers, and this despite unstable laws respecting the sale of liquors as well as distressing uncertainties in respect of the manufacture of liquor. Hiram Walker's personal experience as a refiner and liquor dealer caused him to accurately gauge the situation with the result that his preference went for Canada.

But this absence of competition was not limited to the distilling business; it was especially noticeable in the milling and flouring business. There was not a single steam milling plant in all the county of Essex in 1857. The people relied for their flour exclusively on the primitive windmills, many of which still exhibited their sweeping arms and their flapping sails, on the Canadian waterfronts, as late as 1875. These mills, under favourable weather conditions, could grind from 30 to 50 bushels of wheat in a day, but this capacity had become totally inadequate owing to the increase of population. In this field also, therefore, a wonderful opportunity offered itself and Hiram Walker was not slow in grasping it.

Finally there was the knowledge that Hiram Walker acquired of local conditions about Windsor. Throughout the whole of the county of Essex there lived, on well-tilled farms, an industrious and stable population - French - Canadians along Lake St. Clair and the Detroit River, descendants of United Empire Loyalists on the shores of Lake Erie. Hiram Walker had come in contact with a large number of these pioneers during the two previous years, and had thus secured the conviction that there lay, right at the door, a ready and ample supply of all the grains he would need for his milling and distilling enterprises.

These factors having all been carefully weighed and considered, Hiram Walker made a quick decision. Two months later he had made his first purchase of land in the County of Essex.

The succeeding chapters will tell how the future upheld his judgment and fortune rewarded his labours.



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Francis X. Chauvin, M.A.

Chapter 8

Windsor, Sandwich and the Township of Sandwich in 1856. The Antoine Descomptes Labadie Estate. Division thereof among nine heirs. Hiram Walker acquires 468 acres of fertile land in County of Essex. Copy of Memorial of original Indenture. Erection of Mill and Distillery. A short reference to the Walker Flouring Mill.

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Chapter 8

When Hiram Walker crossed the Detroit River in December 1856 to buy his first piece of land in the County of Essex, the City of Windsor, now the largest of the municipalities constituting the metropolitan area of the Border Cities, was only a village of little more than a thousand population. Although much older than Windsor as a settlement, Sandwich was only a village of some five hundred. More than a year was yet to elapse before the two villages were to be incorporated as towns. Both Windsor and Sandwich were incorporated as towns in 1858.

All the territory now forming the various municipalities of Walkerville, Ford, Riverside, Tecumseh and the Sandwich Townships were at this time parts of the original Township of Sandwich, which was constituted in 1788, in accordance with the terms of Lord Dorchester's proclamation dividing the old Province of Quebec into separate districts, this being the District of Hesse. The township was finally laid out in 1791, during Governor Simcoe's administration, after the division of Canada into two governmental entities, Upper Canada and Lower Canada.

It seems almost incredible that, not quite seventy-five years ago, what now constitutes the beautiful, thriving and prosperous Town of Walkerville, was only a farming district, still bearing many of the characteristics of primitive wilderness, when the forests were the haunts of deer and bear and the hunting-grounds of the Ottawas, whose village of huts and wigwams stood somewhere near the junction of the present Tecumseh and Walker Roads. Yet this is the historical truth. All the fertile territory east and south of the village of Windsor, parcelled out as it was, after the seigneurial style, into strips of land extending from the Detroit River backward into the concessions, was an agrarian area. Generation after generation of the same families

had occupied the same land, cutting it up as heirs multiplied, until the attenuated farms were, in some cases, too small to supply the slender wants of those who cultivated them.

One of the most notable of these families was the Labadie family, of which Antoine Descomptes Labadie was the most prominent member. He was regarded as one of the wealthiest landowners in the district, and lived in the fashion of the seigneurs of old, having hosts of negro servants, a coat of arms on his caleche well-groomed horses and a spacious dwelling house, which stood back of the old Crown Inn Hotel, and which was occupied in the '70's by the Hanley family.

By his second wife, Charlotte Labadie, Antoine Descomptes Labadie had nine children, namely Pierre Labadie, Margaret Labadie afterwards Margaret Swan, Nicholas Labadie, Louis Labadie, Cecile Labadie, who married Augustus Lagrave, Phillis Labadie, afterwards Phillis Hall, wife of John Hall, Eleonore Labadie who became the wife of Thomas C. Sheldon, Phresine Labadie who married Francois Petrimoulx, and Elizabeth Labadie, afterwards the wife of St. Luc Montreuil. By the Antoine Descomptes Labadie will, dated May 6, 1806, these nine children became the owners, in equal shares, of that portion of the Labadie estate which consisted of parts of Lots 95 and 96, three French arpents wide to the third concession, in all approximately 468 acres. A.D. Labadie also owned some 450 acres in Farm Lots 96 and 97, the principal heir to which was his son John Baptiste, by his first wife.

By her marriage with John Hall, son of William Gaspe Hall, of Sandwich, Phillis Labadie, daughter and devisee of Antoine Descomptes Labadie, had one son, Eugene Hall. After his mother's death, Eugene Hall became the owner of one-ninth of the Labadie estate. In 1856,

when Hiram Walker decided to locate his business in Canada Eugene Hall was living in Detroit, but had not yet disposed of his inherited property in Canada. It was from him that Hiram Walker made his first purchase of land in the County of Essex. The date of purchase was December 22nd, 1856, and the consideration was £300, English money being then the lawful money of Canada. A copy of the memorial of the indenture conveying the property, registered by Hiram Walker, is consigned in these pages. The two witnesses to Hiram Walker's signature are Albert Prince, son of Colonel John Prince, and a prominent barrister of Sandwich, who became a member of the Ontario Legislature in 1871; and James McKee, who later held the office of Reeve of Sandwich for twenty years.

In the following January Hiram Walker acquired some 300 acres more in Farm Lots 95 and 96, through a Bargain and Sale between John Montreuil, Luc Montreuil and Alexander Chapoton on the one part, and himself on the other. John Montreuil, Luc Montreuil and Alexander Chapoton, a descendant of the famous Doctor Pierre Jean Chapoton who practiced medicine in Detroit in 1715, were the executors and trustees of the St. Luc Montreuil estate, which comprised the shares of four of Antoine Descomptes Labadie's children, namely Pierre, Margaret, Nicholas and Elizabeth and well as executors and trustees of the William Gaspe Hall estate which included such parts of the shares of Louis and Cecile Labadie, in the Labadie inheritance, as lay in the first concession, both of which shares W. G. Hall had purchased in 1842 for £55. The consideration in this purchase was £750 in lawful money of Canada, which Hiram Walker paid in cash on the 24th day of January, 1857.

On the same day Hiram Walker bought of Charles Frederick Labadie son of Louis Labadie - heir and devisee of Antoine Descomptes Labadie - two additional parts of the Labadie estate, namely that of C. F. Labadie himself, which he had inherited from his father Louis, and that of

Phresine Petrimoulx, of which "Charles Frederick Labadie is also seized by assignment". The consideration for these 104 acres was £250, or \$1216, paid at the time of the transaction. In the indenture Hiram Walker is described as a merchant "of the Town of Hamtramck". In the two previous deals Hiram Walker had used his business address in Detroit, whereas in this third one he gave his residence address. He was then living on Jefferson Avenue at the Corner of Beaufort, which was then within the limits of the Corporation of the Town of Hamtramck.

Hiram Walker was then the owner of approximately 468 acres of Canadian land, partly broken and under cultivation, but the greater portion of which was still in its virgin state and covered with rich timber. He had, so to speak, extended his plans overnight. Instead of limiting his enterprises to milling and distilling, he now purposed to engage in farming, having in mind, more particularly, hog and cattle raising.

All of the year 1857 was spent in construction work, hosts of men being employed in erecting the flouring mill and the distillery, which was adjoining the mill on the east. Although living across the Detroit River Hiram Walker personally supervised the work, and was a daily visitor to his embryo plants, the forerunners of what was to be, within a comparatively few years, one of the largest enterprises of its kind in the British Empire.

It may be of interest to note here that the mill which was built in 1857, mostly with lumber from Hiram Walker's recently acquired properties, is still standing on the edge of the Detroit River, two doors east of the present Walker offices, in Walkerville. The mill has since been used for purposes of grinding rye and corn for the distillery, but for twenty years after its erection, it was also used for commercial purposes, as a flour mill. In 1870, in order to provide more adequate protection against fire,

a brick wall was built around it, and in 1880, two years after Hiram Walker had discontinued milling flour, it was almost completely remodelled, new and modern machinery being installed, more convenient connections between the grinding room and the mashing room being made, and the capacity being considerably increased.

As it stands, however, it is one of the landmarks of the Town of Walkerville, and many old residents of both town and country point to it with a sort of pride-evoking gesture, seeing in it an illustration of the historical continuity between the past and the present, and viewing it as an idyll of primitive endeavour in a line which nineteenth and twentieth century invention has completely transformed. No plaque marks the mill from the massive buildings that flank Sandwich Street on both sides, but it is there, still a vivid reflection of a rapidly-receding past.

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Chapter 9

The opening of the Walker Flour Mill in 1858. A boon to agriculture in the County of Essex. The Distillery opened in the same year. The method of distilling. Description of the rectifiers. Expansion of the business. Hiram Walker moved to Canada. "The Cottage". Its history and description, before and after Hiram Walker occupied it.

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Chapter 9

By the end of the year 1857, both the flour mill and the distillery were practically completed. There only remained to be installed the machinery in both plants, a task which occupied the better part of the winter.

In the spring of 1858 Hiram Walker was ready to commence operations. The first of the two plants to turn its wheels was the flour mill which, from the start, turned out a product that quickly gained widespread fame throughout the country, the United States and Great Britain, on account of its purity and other qualities that are inherent in wheat flour. One of Hiram Walker's proudest boasts was that he never failed to gain the highest recognition wherever he exhibited his flour.

The establishment of a steam flouring mill with a comparatively large capacity, at a time when agriculture in the County of Essex was practically the only occupation, was quite a boon to the farming community. By affording a ready and close market for wheat and other cereals, it stimulated agriculture throughout the district, and the beneficial effects were felt almost simultaneously with the commencement of operations. Instead of small grain patches here and there on large farms that only awaited the plow to yield their riches, large fields began to blossom out, and every succeeding autumn the rhythmic clack-clack of the wheat-beaters on the barn floors, amid the din of laughter and song that bees always provided, were hopeful signs of the revival of an industry that had lagged behind, first on account of the selfish French colonial laws, later because of exacting English commercial laws, and finally because of market uncertainties. Every day lines of two-wheeled carts, or of wagons or sleighs manufactured at local Blacksmith shops could be seen along the roadway, and if one asked where the driver was going, the answer was

"To Walker's Mill" (au moulin de Walker). Old residents of the county, such as the Lappans, the Gouins, the Brouillettes, the Campeaus, the Lassalines, the Drouillards, the Parents, the Janisses and many others, still have recollections of those early days when their fathers were plodding through muck and mud with a load of wheat, taking it to Walker's Mill, and returning either with a provision of flour or with the cash in their pockets. People came from near and far, and on Saturdays many arrived who had journeyed fifty miles, by stages, having camped on the roadside the previous evening. Some of these would stay over for Sunday, when they walked from the mill to Sandwich to attend church services.

Not a few of these farmers were also interested in the distillery adjoining the mill; for nearly all the French pioneers had preserved the age-old custom of keeping some liquor in the household, and, in fact, some of them were quite bibacious. Of course the "no admittance" signs posted here and there about the premises somewhat dampened the hopes of many, but occasionally one would be allowed across the threshold and be permitted to see the tempting soluble substance in the process of making. Such regarded himself lucky and considered the privilege a very special favour.

Hiram Walker began distilling shortly after the flouring mill was put in operation, that is about the middle of the summer of 1858. The processes which he had applied in Detroit, at 16 Woodward Avenue, were put in use at the new Canadian distillery. There was then no system of maturation such as obtains today. Hiram Walker used corn and rye for his mash, and bought his malt from licenced malters at other points, principally Toronto. The spirits, once produced, were leached through charcoal, then coloured and immediately placed on the market as the

finished article. The whisky thus made, it may be excusable to repeat the statement, was not the fine type of beverage that Canadian Club is, but, so far as purity was concerned, the continuous passing through successive series of rectifiers was a high guarantee for it.

The rectifiers were constructed in the following manner: A few inches above the true bottom of the casks was a perforated bottom. Upon this bottom a woolen blanket or a cleanly-carded cotton was spread, then came a stratum of gravel or pebbles the size of large peas. Upon this was placed six inches of charcoal, then a layer of barley malt, and again charcoal up to a foot and a half from the top; then another woolen blanket, and another layer of gravel and finally more charcoal to within eight inches of the top. These rectifiers were placed in series, every one being connected with the next succeeding one by means of a faucet, until the liquid finally reached the common reservoir at the bottom. Such an extensive filtering produced a liquor of undoubted purity, although not possessing the fine aromatic flavour that is found in whisky rectified after the most modern system.

This method of rectifying grain spirit and turning it into whisky was followed by Hiram Walker for several years. Since the apparatus used in the rectification offered the advantage of gauging the capacity according to need or desire, the yield in whisky per day varied considerably. At times it reached seven hundred gallons in twenty-four hours, but since the production was entirely governed by the demand, the stock on hand was generally its barometer. A time soon came, however, particularly after Hiram Walker began to send out traveling salesmen, when production could not keep pace with the demand. The capacity had then to be increased, and in order to increase the yield new rectifying apparatuses had to be installed and new additions to the original plant had to be built.

But since the expansion of the distilling plant was spread over a considerable number of years, a lengthy reference to it at this early date of the history of the Walker Distillery would be an infringement upon the chronological order of events. It will suffice to say now, therefore, that from the beginning Walker Whisky found the same favour with the public as Walker Flour. Under the capable, energetic and far-seeing management of their founder both plants prospered with equal promptness and to a degree commensurate with the scope of their respective fields.

All through the several months during which the flouring mill and the distillery were being constructed, and during the trying times when the wheels of production were put into motion, Hiram Walker kept up his commission grain-buying at 16 Woodward Avenue in Detroit. The importance of his Canadian enterprises, however, soon overshadowed that of his Detroit business. Since the former were only in their inception, it became necessary to give them more attention and to keep in closer relation with their operation. This called for the crossing of the river every day, which meant considerable lost time, for ferry facilities in those days existed only at Windsor, and transportation from Windsor to the plants was far from being as rapid as it is to-day, horse and buggy being the only mode of conveyance. In order, consequently, to meet the new situation, Hiram Walker decided to establish his home on the Canadian border. In the March of 1859 he left his residence on Jefferson Avenue, in which he had lived since 1851, and removed into a frame house which stood about one hundred and fifty feet west of the flouring mill, and which he had remodelled and called "The Cottage".

For fifty-five years thereafter "The Cottage" enjoyed such a reputation for hospitality in the district that it deserves a special

place in this narrative.

"The Cottage", like the land upon which it stood, formerly belonged to one of Antoine Descomptes Labadie's sons, Louis. Built in 1839 the old frame house carried many of the features of the early French dwellings: big rooms downstairs and a garret of sufficient dimensions to contain several bedsteads. The outer-room facing the Queen's Highway served as a kitchen and dining-room. The living-room was big enough to seat a score of people. Its large fire-place, built of stone, was the only adornment. It was in this room that Louis Labadie and his family spent the winter evenings and received their friends and visitors. The inner-room, smaller than either of the other two, was used as a bedroom. In the hallway, from the kitchen to the living-room, was a staircase, and two doors, one leading into the bedroom, and the other to the large garden and lawn that lay between the mill and the house.

The land sloped gently towards the river, and as the house stood at considerable distance from the water's edge, it was an inviting place for travelers by canoe to land and camp. It was also the Indians' favourite place for their feasts and pow-wows, in which the French settlers would often join either for jollification's sake or with the view of manifesting their friendliness towards the remnants of the once powerful bands of redskins that inhabited and owned the country.

When Hiram Walker moved into the old Labadie house in 1859, considerable alterations had been made by him to the dwelling. At both ends large additions had been made, and a wide verandah had been built at the front. A third story had been constructed and part of the garret had been transformed into a playroom for his two children, Edward Chandler and Franklin H., who were respectively eight and five and a half years old. A servants' quarters, with separate entrance and stairway, had also been provided at the rear.

Hiram Walker lived in "The Cottage" during all the years he resided in Canada. He was then forty-three years of age, had been in Detroit for twenty-one years, and had risen from the secondary and unimportant position of clerk in a grocery store to that of highly-rated commission grain merchant in two countries, distiller in Canada and, above all, had conquered the respect, both as citizen and business man, of all with whom he had come in contact during that period of time.

The next few years saw his business in Canada expand under his personal direction, and gradually become recognized as one of the most important industries in what was then known as Western Canada.

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By

Francis X. Chanvin, M.A.

Chapter 10

The distillery becomes Hiram Walker's chief concern. John McBride, Hiram Walker's first traveler. The question of traveling agents. Expansion of the business, after serious difficulties at the start. Hiram Walker in the hog and cattle raising business. John McBride in partnership with Hiram Walker. The American Civil War. Hiram Walker reaps a fortune.



Chapter 10

The name of Hiram Walker is associated with a large number of enterprises, both in Walkerville and Detroit. His untiring energy, his seemingly inexhaustible capacity for work and his general executive ability caused his association to be sought, and the success of many of these may be traced to his guiding spirit. But the one industry by which he is principally known is his distillery.

From 1858 forward Hiram Walker's chief attention was directed to the development of that distillery. All his efforts converged toward making that enterprise a success. His whole heart was in that special industry. Having founded it on the rock of optimism he planned to build it up piece by piece, always higher and higher, and he put in it all that was in him from the start, working laboriously in the sweat and heat of day and dreaming of it at night. Such determination cannot fail of reward.

Gradually Hiram Walker's mind drifted from his Detroit connections and concentrated upon his Canadian undertaking. With his removal to "The Cottage" in 1859 his detachment from Woodward Avenue was complete. Although Detroit kept his heart as a city in which to live, Canada had his entire preference from a business viewpoint. Only occasionally did he go afterwards to his little office at 31 Atwater Street.

His first step toward the building up of his distillery was to appoint John McBride on the road as traveling salesman. John McBride had been in his employ in Detroit - in fact was still his buyer in Detroit - and Hiram Walker knew him to be, an honest and energetic business man. McBride started "on the road" in the fall of 1859.

In sending out a salesman to solicit orders Hiram Walker initiated a practice which had not yet been resorted to even by the largest Detroit wholesalers. Silas Farmer, in his "History of Detroit", published in 1884,

referring to this practice, writes the following:

"In the olden time wholesale merchants waited for customers to come to them, but within the last twenty years the practice of sending out "drummers", or travelling agents has become increasingly common, until now there is hardly a wholesale house in Detroit that does not employ from one to fifty of these salesmen, who, during a great part of the year, travel throughout the country soliciting orders for goods of every kind. There are probably not less than four hundred thus sent out from Detroit."

Whether John McBride was the first "drummer" to travel the country soliciting orders is possibly without historical interest, but the innovation illustrates Hiram Walker's conception of business. He carefully thought out his plans and quickly executed them by action. This was characteristic of him. He detested procrastination. He could not waste time. Quick and accurate decision followed by prompt forceful action were among his chief qualities. When he had a problem to solve he tackled it NOW. It was the only way he could keep abreast of his work.

The innovation of sending out traveling-salesmen produced the results anticipated. Orders began to pour in in increasing numbers. Wholesalers in the various cities, and hotel-keepers throughout the whole country, began to "stock up" with Walker's Whisky, and merchants and grocers began to sell Walker's Flour. During 1860 the wheels of both the mill and the distillery turned almost uninterruptedly. McBride's combing of the country by train, buggy and "cariole", kept every department of the new industries busy, every man, from Hiram Walker down to the bottom rung of the ladder, being constantly on edge.

These increasing returns relieved Hiram Walker of much of the worry incidental with the establishment of new industries. The \$40,000 that he had brought over from Detroit had disappeared in land and building costs and he was heavily involved with the Bank of Montreal at Windsor, as well as with

many of his personal acquaintances and friends. He often related - later, in his days of prosperity - how he had to plead with the Bank of Montreal not to harass or press him, but instead to make him additional advances, without which he could not turn a wheel in either the mill or the distillery. The bank hesitated for several days and gave heed to his requests only when it realized that the solitary means of getting back the money already advanced on personal recognitions was to advance more. When Hiram Walker began to operate his infant industries his investments were close to the one hundred thousand dollar mark. He was, in the language of modern economists, "property poor".

During the years 1861 and 1862 marked progress was made. The results surpassed Hiram Walker's fondest hopes. Not only did he meet current expenses, but profits began to accumulate, as much to the satisfaction of hungry creditors as to his personal relief. He had, by this time, become a comparatively large employer of labour. He had farmers on his land, hewers and drawers of wood in his bushes, buyers and salesmen on the road, and a busy office staff. He had also some fifteen or twenty men engaged in the care of his hogs, of which he had a large number - sometimes as many as five hundred - and which he fattened upon the refuse from the distillery. His hog pens were scattered along the water front between the highway and the water's edge, and shipments of hogs came to be regarded by the Great Western Railway as of sufficient importance to warrant the building of spur tracks in the Walker Yards, which they did in 1862.

Hog fattening was one of Hiram Walker's most profitable business adjuncts. He often remarked that the profits from his hog pens were the only means he had of counterbalancing the losses in his farming experiments. There was a ready market for hogs, and "Walker fattened hogs" were as well known on the London

and Liverpool marts as they were in Toronto or Montreal. His practice was to buy hogs from farmers in the environs, bring them into his pens and feed them upon distillery refuse. It was good business on the part of the farmers to sell their hogs, and good business on Hiram Walker's part to buy them. "Walker's Pens" were a market for hogs in general, not only a market for fattened hogs. It often happened - it is still the case - that a farmer with a dozen or more hogs found himself without the grain to feed them. In such instances the sale of his hogs was a relief for him. Often-times also feed would be dear when the hog market was low. In such circumstances the fattening of his hogs would have meant a financial loss to the farmer. He was "better off" to sell them.

Hiram Walker remained in the hog-fattening business until 1865, when an epidemic of cholera visited his pens. His hogs died as fast as "June bugs" in a blaze, and those that did not die of the malady he was obliged to kill by governmental order. More than three hundred were lost or killed in that year. He had no alternative therefore, other than to discontinue the hog business, which he did, transforming his pens into barns, which he immediately proceeded to fill with lean cattle gathered from every corner of the district. From that time on cattle replaced the hogs of the past six years, but Hiram Walker continued shipping to all the markets of Canada and Great Britain. Several residents of Essex County are still living who took care of the Walker Cattle across the Atlantic.

But let us leave the subject of cattle for the moment and return once more to the distillery - the late Mr. Walker's most cherished project.

Until 1863 Hiram Walker conducted his business under his personal name. In that year, however, partly to relieve himself of some of the burdens of management and supervision, and partly to recompense faithfulness and ability,

he took John McBride into partnership, the firm being given the name of Hiram Walker and Company. So far John McBride had been Hiram Walker's right-hand man, and after he became his associate in business, he multiplied himself in the interest of the new company.

Hiram Walker was now in his fifth year in business in Canada. The difficulties that he experienced at the start- financial and others- had been smoothed out, and both the mill and the distillery were now going enterprises, not only self-supporting but also profit-producing. Particularly was the distillery in a most flourishing condition.

The unprecedented progress of the distillery during the years 1863, 1864 and 1865 demands special attention here. Since it gave birth to a legend that gained widespread credence on both sides of the Detroit River, despite its mythical character and its corrupted source, it will be of general interest to relate the circumstances that partly occasioned it.

In 1861, three years after Hiram Walker opened his distillery United States fell into the horrible throes of a civil war. The American Civil War lasted from 1861 to 1865. It opened with the capture of Sumter, by General P.G.T. Beauregard, of the Confederate or southern Army, April 14th, 1861, and terminated with General Lee's acceptance of the terms demanded by General Ulysses Grant, of the Union Army, April 26th, 1865. In all approximately 3,800,000 men, volunteers, conscripts and substitutes took part in that unfortunate war. The number of battles exceeds 2,200 and the casualties, although the records in that respect are very incomplete and misleading, were in the neighbourhood of 488,000. The money expended amounted to billions. United States is still paying Civil War obligations. One of the first economic results of the Civil War was the depreciation of American currency and the depletion of American foods and beverage stocks.

The American greenback fell down 250% - a Canadian dollar note was worth \$2.50 in American money in 1864 - and the demand for alcoholic beverages was so great that smuggling of Canadian-made Whiskies became as profitable an occupation as it is now, in our Volstead and Prohibition days.

Rum-runners was probably not the term under which American smugglers of whisky were designated at the time, but the fact remains that every day, Walker's distillery was busy loading jugs and casks and barrels in American boats heading for the American shores and borders.

It was of no interest to him whether American smugglers evaded the laws of their country. He was in no wise concerned with the protection and enforcement of American laws, any more than present liquor exporters - or the Canadian Government for that matter - can be concerned with American legislation in respect of the collection of customs duties on goods sent out, legally, from Canadian ports and harbours.

From this combination of depreciated American currency and extensive whisky trade Hiram Walker reaped almost a fortune. This success necessarily made envious competitors jealous, and from a place called "Swill Point", in Detroit, on Larned Street between First and Third Street, came forth a story that Hiram Walker had constructed a pipe line, under the Detroit River, that led from his Distillery on the Canadian side of the river to 35 Atwater Street, in Detroit.

The mere mention of the rumor is enough to discredit it - for it is physically impossible - but there are people, even to this day, who are credulous enough to believe the legend. The story may have the attraction of fiction, but as a project, possible of execution, it is proposterous.

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Strike out all after "Civil War obligations" and substitute following:

"One of the first economic results of the Civil War was the depreciation of American currency. The American greenback fell down 250% - A Canadian dollar note was worth \$2.50 in Yankee money in 1864.

It may be at once surmised what attitude Hiram Walker took on the matter. Confident that this depletion in the value of the American dollar would only be temporary he bought as much United States money as his means permitted; and when the American currency regained its par value, after the Civil War, Hiram Walker had made a fortune.

The accumulation of so much wealth in such a short time aroused a feeling of jealousy in quarters where success in the distilling business was not conspicuous. These quarters were known as the "Swill Point", on Larned Street, between First and Third streets, and there emanated therefrom a story that Hiram Walker had a pipe, under the Detroit River, that led from his distillery on the Canadian side of the river to his factory at 35 Atwater Street.

The mere mention of the existence of such a pipe was enough to discredit it, and, in Detroit, the originators of the yarn were ridiculed and laughed at by serious-minded people. But, despite its fabulous character the legend found its way to a number of credulous minds, and to this day there are people who believe in it. As a piece of fiction, the story may have had some attraction; but the project itself was impossible of execution.

H I R A M W A L K E R

His Life-----His Work

and

The Development of the Walker Institutions

in

Walkerville, Ontario

Being a biography of Hiram Walker including a brief sketch of the Walker lineage on American soil since 1661, a detailed narrative of Hiram Walker's life and lifework, as well as a comprehensive epitome of the development of the Walker institutions under Hiram Walker's sons and grandsons.

By

Francis X. Chauvin, M.A.

Chapter 11

Flourishing condition of Walker mill and distillery in 1863. His removal back to Detroit - Purchase of the Oliver Newberry House at Fort and Shelby-Extract from deed. Distilling vinegar in Detroit. Hiram Walker becomes interested in newspapers. Buys stock in Advertiser and Tribune. Gradually becomes owner. Consolidates Advertiser and Tribune with Daily Post. Sale of paper to James McMillan. His interest in Republican Party continues.

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Chapter 11

At about the same time that Hiram Walker took John McBride into partnership in his Canadian business, on terms that were most generous to the latter, he began once more to think of Detroit as his definite place of residence. Although Canada enjoyed his preference as a field of opportunity, Detroit remained dear to his heart, despite his happy years at "The Cottage".

His Canadian enterprises were in a flourishing condition. His farms were gradually being developed, his flouring mill was operating at full capacity, his hog-feeding experiment was proving a most successful undertaking, and his distillery was busy supplying a constantly increasing demand. With James Ellis as Miller, William McManus as distiller, and John McBride to look after the details of management and operations, Hiram Walker, for the first time on his business career, could afford to relax somewhat. From that time forward he hoped to be able to devote his attention mainly to the shaping of his business policies, the details of administration being left to his subalterns.

It was due to these circumstances - the fruits of five years of arduous labours - if his thoughts again turned towards Detroit. In the June of 1863, he bought the Oliver Newberry Home at the corner of Fort and Shelby streets, and two months later removed therein with his family. The price paid for the Newberry House was sixteen thousand dollars in cash. In conformity with the statutory laws in the cases of estates, the house was sold at public auction, at the Detroit Court House, and the deed was executed by Henry W. Newberry, who, after the resignation of Walter C. Newberry, another of Oliver Newberry's sons, was the sole executor of the estate. The deed of conveyance was signed June 9th, 1863, and registered in the Register's Office for the County of Wayne, four days later, namely June 13th, 1863. ## See page 2A.

Relief from the press of business was not the only factor that was instrumental in bringing about Hiram Walker's removal to Detroit. It was an

important factor, however, In building up and developing his Canadian enterprise he had brought men and work into harmonious relations, and this systematic cooperation had resulted in efficiency of the highest character. The strategic plans which he had formed and which he had executed with boldness, firmness and dispatch now took the form of a chart which alone needed be consulted to achieve further success.

But there were other motives in Hiram Walker's step. Not the least among these was the maintenance of his personal and church affiliations in Detroit. Another was his desire to keep in the closest possible touch with property movements in Detroit, where he already had considerable holdings. A third was his ambition to renew his vinegar distilling operations, and finally there was the call of Republicans in Detroit and Michigan for financial assistance in the maintenance of a Party organ.

The two first motives will receive attention later in this biography, so that we will refrain from examining them here. As for the third and the fourth, subsequent events indicate, very clearly, that they had been part of his thoughts for some time.

Hiram Walker removed to Detroit in September, 1864, and in the same year started distilling vinegar at 31-35 Atwater Street. It was his intention to start a vinegar factory of a large capacity and to operate it along the lines that had been so successful in his Canadian Whisky Distillery. But the press of his other activities interfered with his plans and in 1866 he closed his distillery on Atwater, sold the machinery, transformed the buildings into stores and offices, and rented them as such.

The vinegar that Hiram Walker manufactured at 31-35 Atwater Street was not the same type of vinegar that he distilled a few years earlier at 126 Woodbridge Avenue. His former vinegar was cider vinegar, but, in his second establishment, he made what may be called acetic vinegar. The chief principle in the manufacture of this vinegar was to change the properties of alcohol by

The body of the instrument contains the following description of the property:

"The following described piece or parcel of land to Wit:
Lots number Thirteen (13) and Fourteen (14) situated on the
North side of Fort Street, and East of Shelby, on the Military
Reservation (so called) in the Second Ward of the City of
Detroit, County of Wayne and State of Michigan, Being one
Hundred feet on Fort Street, and one hundred and thirty feet
deep more or less, according to Mullets Survey of said Reser-
vation of Record in said Wayne County, being the late residence
of said Oliver Newberry, deceased".

bringing it in contact with atmospheric oxygen and infusing, at the same time, the acetic germ; and then to dilute the fluid by the addition of water. The same method is employed now-a-days.

The apparatuses required for the manufacture of "acetic" vinegar were both peculiar and costly. They consisted of coniferous vessels, called "generators", which were divided into three distinct spaces. In the upper space the alcohol was turned into acetic acid by blasting against the trinkling drops a continual current of air and by injecting the acetic acid germ; this fluid then fell into the middle space and was there converted into vinegar by leeching through beech-wood shavings, which were spread over a gridiron-like network. Dilution with water of the extract falling in the third or bottom space produced real vinegar.

As stated above Hiram Walker discontinued the manufacture of vinegar in 1866, owing to the press of other business, and particularly the newspaper business, with which he became identified in 1865.

The call of Detroit Republicans for a strong Party organ brings up the whole subject of newspapers in Detroit. Of all the American cities that ever became affected with that curious malady the "newspaper itch", Detroit, without doubt, stands foremost. A complete record of newspaper births and deaths in Detroit would fill a large volume, particularly if every one's history were told. Founding newspapers appears to have been a regular mania with many Detroit citizens, some of whom had axes to grind, others political ambitions to satisfy. As for literary publications there was no end of them; all starved to death and were gathered to the boneyard.

Between 1849 and 1862 there existed two Republican newspapers in Detroit, the Advertiser, whose establishment dated back to 1836, and the Tribune, the first edition, of which was published in 1849, November 19. In 1862 the two were consolidated under the name of Advertiser and Tribune, and Henry Barns, of the Tribune, became the editor, whilst James E. Scripps, of the Advertiser,

became its first business manager, being succeeded in 1863 by W.S. George, who held the post until 1867.

In 1864, J. E. Scripps, who was now managing editor, got the impression that unless control of the Advertiser and Tribune passed into different hands, the various factions in the Republican Party would not be reconciled. It is not improbable that his own personal intransigence may have had a good deal to do with the forming of that impression. Whatever the case may be he decided to acquire control of the paper and sought Hiram Walker's affiliation with the project. This was not Scripps' first effort to secure the late Mr. Walker's support, but this time, his appeals, backed up as they actually were with figures showing two years of successful and profitable operations, fell upon responsive ears. With Hiram Walker's promises of financial cooperation to encourage him J. E. Scripps bought \$24,000 worth of the Advertiser and Tribune's stock, and thus gained control of the paper's policies. In February 1865, shortly after his removal to Detroit, Hiram Walker purchased \$10,000 of that stock, and for the next fifteen years, through a series of ever-changing circumstances, was a moulder of public opinion in Detroit and Michigan.

In 1866, a combination of monied Republicans who were dissatisfied with the Advertiser and Tribune, started the Detroit Daily Post, which made its bow to the public as an eight-page publication. There were then two newspapers of the same political persuasion in the field and, as well may be imagined, there was danger of each becoming an expensive toy for its owners.

Newspaper publishing was not Hiram Walker's principal calling but his business instinct promptly made him realize that unless something were done each of the two publications would eventually wend its way to the graveyard. The Daily Post had the open backing of several Republican leaders, among them was Senator Zachariah Chandler who was dissatisfied with the political tone of the Advertiser and Tribune, and Hiram Walker surmised that it would be an energetic rival. Its very form indicated prowess and boldness.

Although engaged more than ever, at the time, at his personal enterprises - John McBride had then severed his connection of four years with him - Hiram Walker found time to weigh the situation, and subsequently made known his apprehensions to J. E. Scripps. Scripps was an avowed Republican, but was uncompromising in many of his political opinions. It was Scripps' attitude that had displeased Senator Chandler, Captain Eber Ward, James F. Joy and several other Republican "bosses". Hiram Walker's opinion was that a merger should be sought with the Daily Post; but in this he was strongly opposed by Scripps, who held that the Post, although richly subsidized, could not materially affect the Advertiser and Tribune. Scripps was an experienced publisher, and his opinion prevailed for the time. But Hiram Walker did not deter from the idea of consolidating the two papers, and it is no doubt that aim that caused him to buy an additional \$5,000 worth of stock in 1868, thus gaining a stronger voice in the conduct of the paper.

The rivalry between the Advertiser and Tribune and the Daily Post continued for two more years without any visible change. Although the Advertiser and Tribune was a mild success financially, the prosperity that it had enjoyed during the Civil War and until the establishment of the Daily Post was now beginning to languish. Hiram Walker again pressed for a consolidation, but J. E. Scripps suggested instead the installation of more modern machinery and an enlargement of the paper. Scripps' suggestion was accepted and the paper was removed from its old home on Jefferson Avenue to Larned Street in 1870. It was published from these new quarters until 1872, when Hiram Walker bought \$5,000 more of the stock, thus becoming the principal shareholder in the company, although not individually in control.

In 1873 serious differences arose in the management of the paper and J. E. Scripps offered his resignation as managing editor. Hiram Walker immediately bought Scripps' stock in the company, and H. E. Baker was appointed

to succeed him as editor. Scripps did not drop out of Detroit's newspaper picture, however. After having been Hiram Walker's associate for eight years, he prepared to become his rival. Six months later the Evening News published its first issue. It was James E. Scripps' personal organ.

There were now three important dailies in the field, the Advertiser and Tribune, the Daily Post and the Evening News. The first two were avowed advocates of Republican policies, whilst the News claimed no party affiliations - an attitude which gained for it an immediate supremacy.

With a divided field both the Advertiser and Tribune and the Daily Post struggled along more or less successfully for the next three years, and finally they were consolidated in 1877 under the title of the Post and Tribune, Hiram Walker being the controlling shareholder. William Stocking was made chief editor, and among the editorial writers were the following: L. J. Bates, E. G. Holden, W. J. Gibson, H. M. Utley, Ray Haddock, and Alexander Morrison.

In May 1879, May 11th, to be exact, a disastrous fire visited the Post and Tribune offices and Hiram Walker suffered a loss estimated at \$30,000. This somewhat dampened his enthusiasm as a newspaper publisher, and thence forward his interest in his publication more or less died away.

After Senator Chandler's death in 1879, a man rose in Republican ranks, whose immense fortune made him regard politics as a legitimate ambition. This was James McMillan, founder of the Michigan Car Foundry - now the American Car and Foundry Company. Canadian by birth - James McMillan was born and raised in Hamilton, Canada - he had come to Detroit at the age of seventeen, and was still young when he became prominent in industrial and political circles. In 1879 he succeeded Senator Chandler as Chairman of the Republican State Central Committee, and having an eye on a seat in the Senate, felt the need of a personal organ.

In 1880, therefore, he approached Hiram Walker with an offer for the purchase of his paper, and in the following year, the deal was consummated. James H. Stone, James McMillan's personal friend, became the editor of the Post and Tribune, and Frederick Morley its business Manager. In 1889, James McMillan was elected to the United States Senate to succeed Hon. Thomas W. Palmer, having received the unanimous caucus nomination.

The Post and Tribune remained in the hands of James McMillan until 1884, when the paper was transferred to J. L. Stickney. Between that and 1891 it passed through various ownerships, and finally it was sold, lock, stock and all, to the Evening News Association. By that time Hiram Walker had lost all interest in its destiny, although he continued to be a staunch supporter of Republicanism.

Hiram Walker's experience as a partner in newspaper publications or as owner of a newspaper lasted sixteen years. No reason for his entrance into a field for which he had no training can be given other than his desire to support the Republican Party, of which he always was a strong adherent. He had no personal ambitions to satisfy, nor had he any industrial axe to grind.

But his associations in that line were not of the fortunate kind. He had confidence in James E. Scripps whom he had known as news editor of the Daily Advertiser, and it was largely through Scripps' influence that his interest in the welfare of the Republican Party was aroused to the point of investing several thousands in newspaper stocks. But J. E. Scripps' republicanism did not go so far as to allow party ties to interfere with the political conduct of a newspaper, and his differences with such Republican leaders as Z. Chandler, J. F. Joy and E. B. Ward brought about the severance of his relations with Hiram Walker. From 1873 forward Hiram Walker was the political director of the Advertiser and Tribune, a function which uncontrollable circumstances forced him to assume, and the attitude of the editorial department

did not always redound to the interest of the business department.

When he sold out to James McMillan in 1881, it may be assumed that a joyful sigh escaped from his breast. He never afterwards entered the newspaper line.

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HIRAM WALKER
HIS LIFE.....HIS WORK
and
THE DEVELOPMENT OF THE WALKER INSTITUTIONS
in
WALKERVILLE, ONTARIO.

Being a biography of Hiram Walker including a brief sketch of the Walker lineage on American soil since 1661, a detailed narrative of Hiram Walker's life and lifework, as well as a comprehensive epitome of the development of the Walker institutions under Hiram Walker's sons and grandsons,

by
Francis X. Chauvin, M.A.,

Chapter 12.

Development of Walker Mill and Distillery in 1864 and 1865. The establishment of the Rolph and Melchers Distillery on Pratt Farm. Hiram Walker welcomes competition. John McBride forms a syndicate in competition with Hiram Walker. The dissolution of Hiram Walker and Company by the departure of John McBride. Copy of the agreement of dissolution between Walker and McBride. Failure of the Corcoran, McBride and O'Connor syndicate. Hiram Walker buys their plant. Cattle feeding - Further development and the birth of a town.

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Chapter 12.

Hiram Walker's anticipations and hopes, in 1864, of relief from the strains of business pressure were not realized - not even in the smallest degree. No sooner had he removed to Detroit than he launched into his newspaper venture and started his vinegar distillery. The latter was abandoned after two years of lean returns, but the former was a source of a great deal of concern from the start, and practically a grind for fifteen years.

After 1864 Hiram Walker resumed his previous routine of crossing the Detroit River every day of the week. Transportation facilities from Detroit to his plants had not materially improved since 1858, but the journey was a pleasant one. Not a day passed but what, as he was pleased to recall, "he would give a lift to someone" who was on his way from Windsor to "Walker's Town", or was going back to Windsor after the day's labour. The trip afforded a sort of mental relaxation and kept the body in a good state of health.

If the mind is the medium that electrifies physical energy, it is the body which, in the first instance, generates the current. Both body and mind must always be in a high state of perfection in order to supply the necessary motive power for our daily operations. Hiram Walker's many occupations kept him constantly keyed up to "concert pitch", and for that reason he never allowed his motive power to be run down. Few men ever knew themselves better than Hiram Walker knew himself. He knew what it was necessary that he should do to preserve his health and he had the will to do it; he knew what it was necessary to avoid, and he avoided it. Hiram Walker seldom went without his regular sleep, and if he sometimes went beyond his physical capacity for work, he invariably made up for it the following day. The preservation of his health was his constant preoccupation.

In 1864 Hiram Walker's distillery was the only whisky distillery in the County of Essex. The two small distilleries that existed in Windsor in 1858

had ceased to operate, as had also another distillery in Amherstburg. In 1865 a new small distillery was built about a mile east from the Walker plant. It was located on the Pratt farm, approximately three doors east from the present Walkerville Boat Club Building. The stone foundation of the plant may still be seen (1926). Erected by the Messrs. Ralph and Melchers it was operated by them for two years, when it changed hands and became the property of a partnership to which reference will be made later in this chapter.

It is said that competition is the life of trade. There is a good deal of truth in the statement; experience testifies to its correctness, partially at least. One thing is more certain, and it is that the field of business is open to all. In the arena of commerce every man may compete, and, notwithstanding croakers to the contrary, every man has the same chance to succeed.

Hiram Walker welcomed Ralph and Melchers in the distilling field. He had climbed the ladder of business from the lowest rung, after tremendous efforts and a great persistence, and he felt that the same opportunities awaited his new competitors.

Ralph and Melchers started distilling whisky in 1865. At the time John McBride was in partnership with Hiram Walker, the firm being known as Hiram Walker and Company. John McBride had been a factor in the success of Hiram Walker's business of milling and distilling. Starting as a travelling salesman, he had proven himself to be a valuable employee, and had been justly rewarded for his services in 1863, when he was invited to join Hiram Walker as a partner, on most liberal terms.

But John McBride's consuming ambition to "rise" made him restless. Witness of the colossal development of the Walker distillery - a development which had already brought a respectable fortune to its master and promised wealth for the future - he lost all patience; he could not wait. The languishing condition

of the Rolph and Melchers establishment he attributed to everything but the right cause and reasoned out that if he had control of it, things would change for the better. Strong with this idea, John McBride imparted his plans to two of his friends, James Corcoran and Maurice O'Connor. He argued with them that in the purchase of Rolph and Melcher's distillery there lay an opportunity as seldom presented itself.

The result was the formation of a syndicate called Corcoran, McBride and O'Connor, which purchased Rolph and Melchers in 1867. Such a course on McBride's part necessitated his severance of connections with Hiram Walker. The final arrangement in this respect was reached September 24, 1867. The document containing this arrangement is reproduced hereunder.

Hiram Walker oftentimes stated, in later life, that of all the disappointments he endured during his long business career, the burning of his tannery in 1849 and John McBride's departure in 1867 were the severest. He loved John McBride and cautioned him against a hasty and ill-considered decision. But John McBride was determined to leave. The future upheld Hiram Walker's judgment and severely punished John McBride.

Under the ownership of Corcoran, McBride and O'Connor, Rolph and Melcher's business went from bad to worse. From the Charybdis of languishment it passed to the Scylla of failure. Six years later Corcoran, McBride and O'Connor had to sell their property, and as the irony of fate would will it, it was Hiram Walker himself who bought the establishment. The plant was operated for some time by Hiram Walker, being designated as Plant No. 2, but the business was closed in 1876 and the buildings dismantled.

The Agreement between Hiram Walker and John McBride reads as follows:

Memorandum of Agreement, made this twenty fourth day of September one thousand eight hundred and sixty seven, in duplicate, between Hiram Walker and John McBride, both of Detroit in the State of Michigan, merchants, lately trading under the style and firm of Hiram Walker and Company, as Distillers in Windsor.

It is agreed as follows:

1. The said firm is hereby dissolved from the date hereof;
2. The whole stock-in hand, debts, goods and chattels, lands and tenements of said firm with all policies of insurance thereon and other things appurtenant thereto become from this date the property of the said Hiram Walker.
3. The debts and liabilities of said firm are adjourned and to be paid by the said Hiram Walker who shall indemnify and hold harmless the said John McBride therefrom.
4. Any documents required to be signed by the said McBride for the purpose of enabling the said Hiram Walker to collect and possess himself of any part of the firm property, whether real or personal, shall be signed by the said McBride.
5. Any liability of said firm incurred by either partner and kept secret from the other shall not be held to be a partnership liability, but shall be the separate liability of the partner incurring the same.
6. This agreement is made in consideration of twelve thousand five hundred and sixty dollars this day paid by the said Walker to the said McBride, which amount the said McBride hereby accepts in full of all demands against the said Walker, and each of the said former partners hereby releases the other from all claims and demands of any nature and kind soever, save as aforesaid.

In Witness whereof the said parties have hereto set their hands and seals on the day and year first above written.

Signed and sealed in the)
presence of)
Hulfent Aulkeine)

Hiram Walker (Seal)
John McBride (Seal)

The object in reproducing here the agreement between Hiram Walker and John McBride, by which their partnership was dissolved in 1867 is twofold. It illustrates, in the first place, in concrete form, the value placed on a restricted share in the firm of Hiram Walker and Company, after only a few years of existence. The consideration of \$12,560 is testimony to the material progress accomplished by the Walker institutions, from 1858 to 1867.

In the second place it demonstrates how easy it is sometimes to let fall the prey to bite at its shadow. It is useless, at this time - fifty-nine years later - to conjecture what niche John McBride might have occupied in the hall of fame had he accepted Hiram Walker's earnest advice. It is sufficient to read the

subsequent events to realize the tremendous error of judgment he made.

John McBride left the syndicate of Corcoran, McBride and O'Connor in 1871 to become Tax collector in the City of Detroit. He had lost nearly all his investment in the firm. From 1873 to 1882 he kept a small grocery in Detroit, and in 1883, he accepted an appointment in the Assessor's office in Detroit, the other members of the staff being J. D. Standish and C. W. Coolidge. When John McBride died he was almost a destitute.

It was during the time of his partnership with John McBride that Hiram Walker abandoned feeding hogs, a business which was the concomitant of the distillery business. As stated earlier in this biography, it was in 1865 that an epidemic of cholera visited the Walker pens, causing a serious loss in that department of his many undertakings.

From that year forward Hiram Walker, instead of hogs, fed cattle. The pens were transformed into cattle barns and filled with heifers, cows, and steers. More room had necessarily to be provided, for as many as two thousand cattle were fed, at certain times of the year, and in 1866 the whole river front, from the distillery, which faced the present Argyle Road, to east of the Walker Road, which was opened in 1860, was a series of buildings, in which, amid the men's calls of "push over" and "get over", could be heard the bellowing of the animals day and night. Six months later these cattle were beef hanging in English butcher shops or served on English dining tables.

One of the first results of the Walker developments in Sandwich East was the formation, about the Walker plants, of a nucleus of population. Where one or two French habitant houses stood there now could be heard the hum of industry and the whistles of factories. From an industrial standpoint the little settlement outshone the much older settlement of Windsor. The convenience of the Great Western Railroad made it an important shipping point for the industrial and agricultural products, and the building, in 1862, of spur tracks leading to the

Walker Distillery and the Walker cattle yards - the first railroad switches west of London - practically stamped the "emplacement" as the foremost commercial centre of the western peninsula.

Out of this settlement a great town was to find its birth, and to that town the subject of this biography was destined to give his name. In our next chapter we shall see how such an event occurred.

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H I R A M W A L K E R

His Life-----His Work

and

The Development of the Walker Institutions

in

Walkerville, Ontario

Being a biography of Hiram Walker including a brief sketch of the Walker lineage on American soil since 1661, a detailed narrative of Hiram Walker's life and lifework, as well as a comprehensive epitome of the development of the Walker Institutions under Hiram Walker's sons and grandsons.

By

Francis X. Chauvin, M.A.

Chapter 13

Walker's Town was the initial name of the village Walkerville. Walkerville given official recognition March 1, 1869. Some of the old residents of the village. What existed at Walkerville in 1858. Hiram Walker's coming. He moulds the character of the settlement. How villages generally grow. Walkerville an exception. Hiram Walker the instrument of progress. Quotation from Detroit Free Press with reference to conditions prior to Hiram Walker's coming. Population of 798 in 1890, when Walkerville was incorporated as a Town.

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Chapter 13.

From the first day that Hiram Walker started his milling and distilling industries in the old Township of Sandwich, one and one-half mile upstream from the village of Windsor, the place was designated by the name of Walker's Town. Farmers of the district who were witnesses, on their occasional or regular visits to Windsor, of the construction of the buildings, and who could see the transformation that was being practiced on the Labadie Farm, instinctively named the emplacement after the man who was the instrument of such improvements. Walker's Town was, from the beginning, a popular name throughout the surrounding country, but when the farmers began to bring in their grain to the Walker Mill and their hogs to the Walker pens, it became among the people at large, the consecrated designation for the nucleus of population that grew about the establishments.

It is not absolutely certain when the name of Walkerville came into use. The place being familiarly known as Walker's Town, it is not improbable that Walkerton came to the mind of those who selected its name, but there being already one Walkerton in the Province of Ontario - in Bruce County - Walkerville was selected instead.

The first Government acceptance and recognition of the name of Walkerville was on March 1st, 1869, when a Post Office was established there. It is generally believed, however, that the name was decided upon in 1862, when the Great Western Railroad built a switch into Hiram Walker's yards. Officially, however, Walkerville did not come into existence until 1869.

Nearly all the residents of the infant town were Hiram Walker's employees, for whom he built residences on Walker Road and on Sandwich Street. Among those early residents, the following are still remembered by older residents of Walkerville: Benjamin Renaud, John Campbell,

Joseph Bourbeau, Jacob Bondes, Wm. Sutherland, Napoleon Poupart, Thomas Callahan, Peter Stokes, Wm. McManus, John Byers, Thomas Reid, E. Graveline, John Armstrong, Thomas Pageau, and the descendants of the original settlers, who were occupying the lands.

In 1860, what now constitutes the Town of Walkerville became part of the Township of Sandwich East. For municipal purposes it remained in Sandwich East until 1890, when the settlement was incorporated as a Town by special charter.

The present industrial character of the Town of Walkerville was a promise and potency from the day Hiram Walker erected his Mill and Distillery in 1858. The town has been called "the Birmingham of Canada", and it is not an undeserved title. It possibly contains more industries than any other Canadian town of the same size.

Prior to 1858 the only places of business in the vicinity had been Montreuil's Windmill, which had ceased to flap its wings six years previously, and the Northwest Fur Company Post - just outside the present limits of the town, of which Angus McIntosh, a Scotchman who kept a Scotch piper to skirl for him was the honoured factor for a long time. This fur post was also a thing of the past.

It was Hiram Walker who created business there, who gave impetus to trade, who restored agriculture to its former glory, who encouraged stock-raising in the district, who brought to life a multitude of allied industries, and who, above all, inspired those who surrounded him, with the example of undying perseverance, downright earnestness and farseeing progressiveness.

The founder of the settlement, he later gave it his name. The owner of the site upon which a town was in the making he moulded it after his own conception of a model town. He established public utilities at his own expense and gave their free use to the people. He built homes for his

employees and rented them at a modest figure. He encouraged civic pride, and beauty has characterized the settlement from the earliest stages of its development. He built a church and paid the minister. He pressed for educational facilities and gave liberally to their support. He paved the streets as he opened them, and gave his budding settlement an air of culture and maturity at its very inception.

Writing of the incorporation of Walkerville in 1890, Mr. T.D. Nivens, editor of the Evening Record, referred to the history of the town in the following terms:

"It scarcely can be said to possess a past. It missed many of the common joys and sorrows of civic childhood and youth. It had no growing pains and no alternations of feast and famine. It was the civic child of fortune - born with life, a silver spoon in its mouth. It did not pass through an uncouth and primitive childhood, as did its sister municipalities, but may be said almost to have sprung into being full-formed and comely, reaching commercial fame and fortune by a royal road, it that were possible."

Generally speaking, the way of a town is one of travail and deprivation. A residential nucleus is created, and, if fertilizing conditions are favourable, the nucleus grows, the state of infancy being shortened or prolonged depending on a number of conditions, principal among which are geographical position, environment and inherent social forces.

Such was not the birth of Walkerville. It came into existence because of the coming of a masterful and ambitious spirit - Hiram Walker. It was he who started the embryo settlement, who determined its ultimate destiny and shaped it. It was he who gave it impetus, who created for it a place under God's sun, and who gradually carried it to a comfortable maturity.

Yet this transformation was effected without the hardships of pioneer days being felt. None of the older inhabitants, reminiscent of the "good old days" regretted the disappearance of that sense of freedom and that absence of convention which are the essence of primitiveness. They knew

Hiram Walker, and when they saw him "hang out his shingle", bearing the inscription:

H I R A M W A L K E R

Miller, Distiller and Maltster

they welcomed him. They had a sort of foregleam of what the future held in reserve. Hiram Walker had been the "farmers' friend" for several years; he was now coming to become one of them, and to take the initiative in progressive measures, to wipe out ruts and open pathways towards greatness.

The Detroit Free Press, in its issue of July 23, 1908 commenting on the fiftieth anniversary of Walkerville's industrial activity, and referring to the birth of the town, wrote as follows:

"Many of the older residents remember the time when there was no such place as Walkerville. As they recall it, prior to 50 years ago the present town site was taken up by the lands of several French-Canadian settlers. Principal of them was one Jean Baptiste Dicon Labadie (always pronounced in full), who owned nearly all the land on which the town stands and was a pretty big man among the early settlers, living in seigniorial style with hosts of negro servants who were trained to speak nothing but French.

"Besides one or two dwellings there was only one building that still lingers in the memory of the old-timers, a French windmill with broad wings that fanned the atmosphere on the river front not far from the Walkerville ferry dock. A horse mill, established some time later, was considered a wonderful innovation.

"As a matter of fact there was not much use for mills, as the early settlers raised comparatively little grain, their principal activity being fur trading with the Indians.

"When the trade fell away much of the prosperity of the settlers departed, and instead of taking in earnest to agriculture they continued to live on lands that were largely uncultivated, only a shadow of the former glory remaining.

"Such was the condition of things when Hiram Walker came and took up large sections of the land. In 1858 he opened a grist mill on the river front, branching out a year or two later into various other industries, and as events proved, laying the foundation of what has since developed into an important manufacturing town."

Such is the history of the birth of the Town of Walkerville. It is unique, as is also that of its rise and its progress. At the time of its incorporation as a town in 1890, the population was 798. At the time of writing the population is 9,861. The history of this growth and development will be dealt with in subsequent chapters.

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Francis X. Chauvin, M.A.

Chapter 14

The birth of a town. The petition praying for incorporation. First Town officials of Walkerville. The first meetings of the first council. Decision to honour Hiram Walker is arrived at. Date fixed to coincide with Hiram Walker's birthday, July 4, 1890, this being his 74th birthday. Address presented. Hiram Walker's speech in reply thereto. Description of the Bronze presented to Hiram Walker.

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Chapter 14

The incorporation of the Town of Walkerville took place in the month of May, 1890. Since the petition praying for the incorporation recites, with reasonable fullness, the conditions of the town, at the time, its consignment in these pages, is of moment. Besides, the document has an intrinsic historical value which cannot be overlooked.

N. B. Petition will be found on page 2 and subsequent pages.

TO THE LEGISLATIVE ASSEMBLY OF THE PROVINCE OF ONTARIO,

In Parliament assembled.

The Petition of the Undersigned Ratepayers and Residents of the Unincorporated Village of "WALKERVILLE", in the County of Essex and Province of Ontario,

Humbly Sheweth:

That the unincorporated Village of Walkerville is situated on the banks of the River Detroit, in the Township of Sandwich East, in the County of Essex.

That the business of Messrs Hiram Walker & Sons, established in 1858, formed the nucleus of the present flourishing Village of Walkerville, and the works of the said firm embrace at the present time a distillery, malt-houses, cooperage, copper shop, planing mill, lumber yard, brick yard, and the Ferry between Walkerville and Detroit. Until the summer of 1888, the only other enterprises in said Village were the machine shops of Kerr Bros., and a small laboratory used occasionally by Messrs Parkes, Davis and Co., manufacturing chemists of Detroit.

That during the summer of 1888, the Lake Erie, Essex & Detroit River Railway Company commenced the construction of their line, which was opened between Walkerville and Kingsville in the following December, and has since been extended a distance of thirty-eight miles in all. This railway, by means of its connections with the Canadian Pacific and Michigan Central Railways, together with the Grand Trunk Railway which passes through Walkerville, and its water frontage on the Detroit River, affords the village shipping facilities which are unequalled. This fact was quickly recognized by a large number of manufacturers who immediately sought sites in said Village. The Barnum Wire and Iron Works removed from Windsor in the fall of 1888 to a large and commodious factory in the village, erected for them by Hiram Walker & Sons. The Ontario Basket Works and the Globe Furniture Co., the latter controlled by capitalists from Michigan, also

occupy fine factories erected for them by the said firm. The Walkerville Malleable Company, now applying for incorporation, and also originated by Americans, are erecting a building 400 x 241 feet, which is expected to be ready for occupation about the first of April. The Messrs Kerr Bros. have also since erected a large and perfectly equipped foundry 300 x 200 feet. Messrs Parke, Davis & Co., manufacturing chemists, of Detroit, have also purchased a site in the said village and have contracted for the erection of a \$20,000 building for the purpose of establishing a distinctly Canadian business. Several other enterprises of large proportions are now negotiating for sites. As an additional evidence of the rapid growth and the prospect of still further expansion, it may be stated that a branch of the Bank of Montreal will be opened in the said village next spring, and Messrs Hiram Walker & Sons will erect a commodious hotel at a cost of probably \$25,000 to \$30,000. The dwelling accommodation for the said Village has been entirely inadequate, notwithstanding considerable recent additions. No provision yet exists for providing the employees of the enterprises lately established or now under way with dwellings, and it is calculated that at least one hundred houses would find tenants immediately. It is likely therefore that the population will be increased at least 50 per cent, and perhaps nearer doubled during the next twelve months. As will be seen from the accompanying plan, the manufacturing sites must principally be located upon the line of the L.E.E. & D.R. Railway, and the land so available is necessarily limited in width by the public highway known as the Walker Road. The addition of a comparatively few factories would occupy all the desirable strip fronting on that road and bounded in the rear by the railway; and already the largest concern in prospect is negotiating with a view to locating at the extreme southern boundary of the proposed municipality.

The extension of the limits of the said village to the proposed boundaries is necessary for the following among other reasons: The dwellings for the

employees will be erected convenient to the establishments affording them employment. The cattle barns of Hiram Walker & Sons, representing an expenditure of \$120,000, are located at the junction of the Walker and Tecumseh Roads. The system of water works of the said Hiram Walker & Sons have been extended to the said cattle barns and is fully adequate for a town of the proposed dimensions. The mains of the said water works have not only been extended for the safety and convenience of the said Hiram Walker & Sons, but also wherever adjacent residents have been willing to guarantee fair interest on the outlay.

The establishment of the said industries and the rapid development of the said village have created a pressing necessity for good roads capable of withstanding heavy traffic, good lighting, police and fire protection, and proper sanitary provisions, which cannot be afforded by the rural municipality of Sandwich East. The sewers in said village have all been constructed by Hiram Walker & Sons; the fire brigade of fifty-two men, the fire appliances, the police force of two men, one for day and one for night duty, the repairs of streets and the construction of repairs of sidewalks other than the sidewalk on the main street, the night watch service, the electric lighting of the streets, have been provided at the expense of the said firm. Their electric light plant, like the said water works, is capable of easy extension to meet the requirements of a growing town, and at present not only the streets, but the Music Hall, Anglican Church, and some private houses are lighted by electricity furnished by said firm.

Your petitioners, although unincorporated, are now in the enjoyment of better water and lighting service, fire and police protection, than the inhabitants of the majority of small towns, and it is respectfully submitted that the incorporation prayed for would the better enable your petitioners and other residents of the proposed municipality to extend the said water and lighting service and the said fire and police protection, and generally to exercise such supervision over the affairs of the said proposed municipality

as its rapid growth and development require.

Your petitioners therefore pray that an
Act may be passed by your Honorable Body incor-
porating the said village as a town.

And your petitioners as in duty bound will
ever pray.

DATED AT WALKERVILLE, this 29th day of January, 1890.

A. C. Rice	E. C. Power
L. Wilcox	D. H. Dotterer
Denis J. Bastien	C. C. Young
John Kelch	E. J. Cooper Lye
R. Porter	C. Z. Myrick
C. W. Hoare, M.D.	Henry Hayes
Wm. Robins	Henry Banwell
Cecil H. Robinson	James H. Ellis
Ed. D. Henwood	John Davidson
B. F. Watterworth	L. Larion
C. J. Stodgell	A. Bertram
J. Hartnett	F. A. White
The Globe Furniture Co. Ltd. by J. W. Hull	E. Chater
E. Chandler Walker	H. Kent
J. Harrington Walker	A. A. Churchill
Geo. W. Busch	Jacob Bondes
J. E. Lajeunesse	R. Ledour
D. J. Schumacher	W. H. Pi,
Chas. Gerald	J. Graveline, Jr.
Robt. Kerr	John Edgar
Wm. Woollatt	John Gray
T. Marshall	James Forsyth
A. Leslie	Victor Williamson
H. Morris	Oscar Cross
A. F. Cowers	J. A. Watterworth
Fred Wm. Marshall	J. W. Clark
T. C. Holmes	Thos. Cox
W. H. Chilman	W. Tucker
John H. Uden	John Crotty
Wm. H. Spillman	Wm. Hicks
C. Pooler	Arthur Dennison
Geo. Hayes	F. Fanning
N. B. Perkins	F. K. Pulfer
Thos. Webster	Archibald Kirk
T. MacMahon	C. M. Walker
E. C. Kerby	W. P. Ratigan
W. H. Dennis	Thos. Laffore
E. Shoff	John Stewart
Hiram Walker	James Cross
	Wm. Hortop

The Lake Erie, Essex
& Detroit Rv. Co.
by Hiram Walker
President.
F. H. Walker
by E. Chandler
Walker, Attorney
The Walkerville &
Detroit Ferry Co.
E. Chandler
Walker, Pres.
B. B. Vrooman
J. E. Falconer
Rod. M. MacKenzie
Wm. Kerr
Charles Long
D. Cole
Wm. C. White
John Bott
Walter Chater
J. Bein
J. Whiteside
Samuel Partridge
W'ville Brewing Co.
Geo. Nevin
P. Burroughs
Chas. Chilvers
Geo. Lee
Jas. Segner
Jas. Sweeney
Dan. Nathan
A. E. McLean
F. Tanner
Chas. H. Delisle
J. A. Slessor
Dan. Olsen
John F. Munroe
Wm. Nautais
D. J. Williams
N. Bott
W. A. Kendall
B. D. Maisonville
Geo. Lockhart
F. A. Wilkinson
D. Broassard
T. L. Westcott
H. Woolley
G. W. Williams
G. Dallas
F. Donnelly
F. Ferry
Alex Grant
Robt. Hurchinson
E. Lloyd
Wm. Brown
G. A. Allen
Chas. Hayes
R. J. Nathan

H. A. Walker
P. Walsh
J. C. Peters
William Sharps
Louis Fulfer
John E. Tucker
J. W. Johnston
C. Landry
J. E. Dobie
D. McFarlane
Stephen Carter
L. C. Cassady
H. B. White
J. Fawcett
Bruce Holmes
John Nautais
Fred D. Forrest
Jas. Hamilton
Wm. Wood
John Miers
A. Larson
F. J. Lloyd
M. Poncelet
Geo. Gubb
A. Johnston
John Large
Frank Smith
Jas. Graham
Neil Sheehan
E. C. Russell
Chas. Baynes
L. Christian
T. Conley
J. Graveline, Sr.
J. Baron
F. Bensett
Jos. A. Jenking
Jos. Irwin
D. Goodrich
C. Arpin
Jos. Fitzsimmons
Sam. Beamish
Wm. Goodman
Henry Jenking
A. Chater
Wm. Ferguson
E. M. Dennis
John Davis
Wm. Kerr
Thos. McAuley
Alex Douglas
C. Morand
F. Desmairais
D. W. McKillop
Albert Brabant
A. H. Charland
Wm. Bell
H. H. Ellis

O. O. Halstead	M. Landry
W. A. Gates	W. Tuer
W. Threthewey	Francis Maisonville
A. B. Griffith	Thos. S. Smith
John Francis	Eliza Chilver
James Sharp	Alex Levitt
David Cross	M. Harrington
J. Conklin	Wm. Waldeman
J. B. Forrest	W. H. Smith
John R. Newell	Henry Brown
E. Seymour	
Chas. Schall	

The first officials of the newly incorporated town of Walkerville were the following:

Mayor: Hiram A. Walker, a nephew of the Founder of the Town.

Councillors: Robert Kerr, Thomas Smith, Thomas Reid, J. H. Ellis
Patrick Walsh, John Bott, J. Edgar, F. Pulfer, and George W.
Busch.

Clerk: Cecil H. Robinson

Treasurer: Doctor C. W. Hoare

Medical Health Officer: Dr. C. W. Hoare

Collector: Andrew Reid

Assessors: C. Morrill Walker and Charles Chilvers

Auditors: Gideon Wilkie and Benjamin Watterworth

Solicitors: Messrs Patterson, McHugh and Leggatt

Chief of Police: Amos B. Griffith

Policeman: James H. Moore.

Councillor George W. Busch having resigned his charge in order to apply for the position of treasurer of the new town, was succeeded by Thomas Webster. He was appointed to the post but, owing to his unwillingness to furnish bonds to the extent of \$10,000, he declined, finally, the appointment, Dr. Hoare accepting the function of treasurer in his stead.

The first meeting of the first council of the Town of Walkerville, was held May 12, 1890, in a building belonging to Hiram Walker & Sons which stood on Sandwich Street, near Walker Road. The business at this first meeting,

consisted merely in the acknowledgement of receipt of verbal applications for the position of clerk, and in the taking of steps for the securing of a Seal for the Town. In the latter case it was specified in a unanimously-adopted motion that "Messrs T. Reid and J. Bott be appointed to wait upon Messrs H. Walker & Sons and get their views as to a design of the seal of this Town, as it is the sense of this meeting that the Messrs Walkers should be consulted as to the design of the above seal....."

The meetings during the latter part of the month of May and during the early part of the month of June were devoted principally to the appointment of civic officers, the introduction and passing of special by-laws for the government of the council or for the confirmation of appointments, and the consideration of petitions for various public works or for the extension of certain streets.

The first act of major importance performed by the council was the favourable consideration of a demand from the citizens of Walkerville and the people of the County of Essex, that the Founder of the Town of Walkerville be honoured on the occasion of his 74th birthday, which fell the following July 4th.

To end that Councillor Thomas Reid presented the following petition to the Council:

TO HIS WORSHIP the Mayor, and the Council of the Town of Walkerville-
Gentlemen:

On behalf of the Committee having charge of the presentation to be made to Mr. Walker upon his 74th birthday, July 4th, we beg to ask that you will be so good as to appoint that day a public holiday.

WE know that a great many contributors to the testimonial are looking forward to being present at the presentation. The Committee feel sure, moreover, that your kind compliance with this petition will be unanimously approved by our Townspeople.

Very respectfully

John Edgar
J. H. Ellis
John Bott
T. S. Smith
Pat. Walsh

Wm. Robins
Geo. Busch
Thos. Reid
F. K. Pulfer
Robert Kerr

Immediately after the reading of the petition Councillor Thomas Reid moved, seconded by Councillor Pat. Walsh, "that the Mayor be asked to declare 4th July a public holiday". The Mayor granted the request and at once instructed the clerk of the council "to prepare and issue the necessary proclamation for that purpose". This course was followed by the acceptance of a request made by the "committee of arrangements on presentation to Mr. H. Walker", for a gift of \$150.00 "to carry out a proper celebration" on the Fourth day of July.

In pursuance of these official arrangements a great celebration was held at Walkerville, July 4th., 1890.

In its issue of July 5, the Evening Record of Windsor, published the following report of the celebration:

H I R A M W A L K E R

Has his Birthday loyally celebrated
by the people of
Walkerville

He is presented with an address and a handsome piece of
Bronze Statuary - He makes a happy reply - A gala
day in this flourishing town.

"There were two important events took place in the United States on the 4th of July, the birth of a new nation, and the birth of Hiram Walker. Of course the two births did not take place in the same year. The birth of Mr. Walker, to the people of Walkerville at least, was a very important one. Had that event not taken place it is doubtful if there would be to-day, on the banks of the Detroit River, such a flourishing town as now bears the name of Walkerville.

"Mr. Hiram Walker being an American citizen and his birthday falling upon the same day as the national birthday, and the town of Walkerville, having recently taken upon itself the dignity of a town, no doubt suggested to the citizens the appropriateness of doing something to mark that triune event.

"The town was beautifully decorated with bunting of all descriptions: English, American, French and Canadian flags being intermingled in plenteous confusion. There must have been fully two hundred flags flying. Stretching from the offices to the store was the motto: "Walkerville congratulates its founder on his 74th birthday". Everybody was extremely happy. Under the able management of Thos. Reid the committee performed their onerous duties in a most befitting manner.

"At one o'clock the 21st Fusilier Band arrived and marched to "The Cottage" where the guest of the day was. A procession was then formed which marched to

the hall, which was decorated to the fullest extent. On the platform were Messrs Bott, Ellis, Edgar, Pulfer, Busch, Chilvers, Kerr and Smith, the press representatives, Dr. King of Kingsville, Senator Casgrain, J. C. Patterson, M.P., Sol White, M.P.P., John Davis and Captain Jenkins.

"On the procession arriving at the hall Mr. Walker was greeted with loud and prolonged cheers".

Thomas Reid, chairman of the presentation committee, presided at the ceremony, and made the following speech:

Ladies and Gentlemen: and Friends of Mr. Walker:-

"You know why you are gathered here, but it may not be amiss to again tell you we are here to do honour to Mr. Walker. Mr. Walker came here 32 years ago and since then has built up a town not equalled this side of Toronto. He has done very much, and his sons have aided him in making Walkerville one of the most industrious and thriving towns in Canada. I have no doubt that in a short time this will not be the Town of Walkerville, but the City of Walkerville".

He then introduced Doctor A. S. King, of Kingsville, a life-long friend of Hiram Walker, who read the Address of Presentation:

To HIRAM WALKER, ESQUIRE,

Dear Sir:-

"In congratulating you upon this the seventy-fourth anniversary of your birthday, and wishing you health and happiness for many years to come, we, your employees, neighbors and friends have desired to express our sentiments toward you in a manner which may remind you, and your descendants in the distant future, not only how, but also why, the name of Hiram Walker is revered in this community.

"Of the success which you have achieved in business, it is necessary, Sir, to speak. That is, and we believe will long continue to be, attested by the establishment and reputation which you have created.

"But happily it can be said by those under whose eyes your operations have been conducted, that your unwearying attention to your own interests has never caused you to be indifferent to the interest of those about you, nor unobservant of the needs and welfare of any individual.

"While the scene of your principal efforts, this town which was founded, named and built up by you, has naturally and properly received the greater share of your attention, your energy, public spirit and generosity have been felt far beyond its limits, and are now gratefully acknowledged by residents of the remotest sections of the country.

"Now that is consequence of the incorporation of Walkerville, your personal direction of its affairs will necessarily be less manifest, it appears particularly appropriate that the past should be remembered and recorded. The people of Walkerville, therefore, point with pride to the fact that they have been for years in the enjoyment, through the thoughtfulness of your firm, of advantages and comforts which are rare under similar conditions of private control, and it is doubtful whether there could be found anywhere a more happy

relationship between capital and labor, or a greater average of comfort among all classes than has existed here.

"Although this address, and the more enduring expression which we have sought to give to it in the piece of bronze which we now ask you to accept, are a personal presentation to yourself, we desire at the same time to testify how worthily your sons have followed your example, and we trust this testimonial may afford them equal satisfaction with yourself."

To this magnificent address, conferring an honour which it has seldom been the privilege of any man to receive, Hiram Walker made a short but happy reply. He took the occasion to give to the young men who stood before him, and, through the press which was to broadcast his words, to all young men, a bit of sound advice. He said:

"The address just read has completely overcome me. I cannot express my opinion. I thank all who have come to greet me. I thank you for the testimonial, and through you I thank all those who may not be here. It will remind me of the many friends who will stand by me (cheers). My prosperity and the prosperity of this town, in population and wealth, have not been by my efforts alone, but also by the efforts of those who have worked with me.

"Perhaps some would like to know something of my childhood? I was born a pauper. I was taken in by friends, kind and generous friends. Later I was sent to schools and I also worked on the farm. With a little scythe I worked with the men in the field and I could show you to-day that I learned to work. I was also taught the value of a penny, not to cast it to the wind. The young men of the present do not know the value of money. They should be taught to do something and do it right. With me, I hardly had time, as a young man, to go fishing, for I was always working. My habit, in my younger days, of saving the pennies, has placed me where I am to-day.

"I did not expect to speak but a few words when I came here to-day. I have been so miserable lately. I would impress upon the minds of all young men to earn before they spend. Again I thank you all for the warm manner in which you have received me. I only wish I could say it in a better manner." (Loud cheers).

When Hiram Walker sat down he was visibly affected by such an enthusiastic and friendly demonstration. Kind references were also made to his life and lifework by Sol White, Mayor of Windsor and Member for North Essex in the Ontario Legislative Assembly, by Senator Charles E. Casgrain and by Honourable J. C. Patterson, Member in the Dominion Parliament, who was afterwards Minister of Militia in Sir John A. Macdonald's government and later Lieutenant-Governor of British Columbia.

The beautiful piece of work which was presented to Hiram Walker on this occasion is the artistic work of Tiffany & Co., of New York, the cost being \$1000. It now stands in the Reception Room of Hiram Walker & Sons' offices, in Walkerville, Ontario.

The bronze represents Three Cossack Foragers, on horseback, returning from a foraging expedition well laden with the spoils of war. They have had a hard day's work and are now stopping to rest and allow their horses to drink at the margin of a lake. The rider of the centre horse is calmly smoking a huge pipe and gazing around with a world of satisfaction expressed in his eyes. Across the back of the horse are slung a number of wheat sheaves while in front is fastened a basket of grapes. The horse to the right carries his rider, and the fowls and sheep captured. The left horse is loaded with corn.

The soldiers are attired in Cossack Military garb and are armed with guns and sabres. They also carry Polish lances.

The Bronze on its pedestal stands four feet high, and weighs three hundred pounds. On it is the inscription:

Presented to
HIRAM WALKER, ESQUIRE
on the
74th Anniversary of His Birthday
by his
Friends in the County of Essex.

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HIRAM WALKER

His Life-----His Work

and

The Development of the Walker Institutions

in

Walkerville, Ontario

Being a biography of Hiram Walker including a brief sketch of the Walker lineage on American soil since 1661, a detailed narrative of Hiram Walker's life and lifework, as well as a comprehensive epitome of the development of the Walker Institutions under Hiram Walker's sons and grandsons.

by

Francis X. Chauvin, M.A.

Chapter 15.

After John McBride's departure the burden of administration falls upon Hiram Walker. Material cares do not worry him, but moral cares do. The loss of his daughter Jennie Melissa fills him with grief. Hiram Walker's other children. Confederation in Canada. Tariff changes brought about. Results therefrom. Hiram Walker battles through successfully. Expansion of his business coincident with the expansion of Canada. His product introduced in Great Britain. His system of advertising.

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Chapter 15.

John McBride's severance of business relations with the firm of Hiram Walker & Company occurred in 1867. This placed the burden of supervision and general administration of the fast-growing Walker institutions - the Distillery, the Flouring Mill, Farming and Stock-raising - almost entirely upon the shoulders of their founder, who continued to operate them under his personal name.

John McBride's departure - to join the ill-fated partnership of Corcoran, McBride and O'Connor - came at the very time when Hiram Walker was most deeply concerned over his newspaper venture in Detroit. The addition of new cares taxed his enormous capacity for work almost to its limit, and during the following few years, even his evenings were taken up by the unrelenting press of business on both sides of the Detroit River. All who saw Hiram Walker at work during those wearying years were astonished at the amount of energy, nerve and determination that was stored in such a frail and delicate body. But no physical test was greater than his will.

Material cares never subdued Hiram Walker. He had been trained in the harness, and for him work must be done for the love of it, and because of the desire for accomplishment. It was when conditions were the hardest that he was at his best. Then his whole heart and soul, as well as his head and hands entered into the task, to make the work of the record-making kind.

However, if material worries did not overcome Hiram Walker, moral cares always broke him down. In 1868 his home was visited by a bereavement that told heavily upon him. It was in that year that he lost his beloved daughter, Jennie Melissa, who died at the tender age of thirteen. Jennie Melissa was the fifth of Hiram Walker's children, being born in 1855. She had never enjoyed a robust health, and on that account she shared more of her loving father's tenderness. Her memory is commemorated in the Children's Free Hospital, which Hiram Walker erected later, as a gift to the people of Detroit. She was buried in the family plot in Elmwood Cemetery, in Detroit.

Hiram Walker, by his marriage, in 1846, to Mary Abigail Williams, had seven children, two daughters and five sons. The eldest was Elizabeth, who was born in 1847, on Centre Street, near the present Harmonie Hall. She married Theodore D. Buhl, of the Buhl family, so closely linked with the iron, steel and melting industry in Detroit. Of her eight children only two now survive her. They are Arthur and Lawrence Buhl, who own the important iron firm of Buhl Sons Company.

The second of Hiram Walker's children was Willis Ephraim. He was born in 1849, also on Centre Street. He studied law and became an attorney in Detroit. He died in 1877, unmarried.

Edward Chandler was the third child and was born in 1851, in the Beaufait House. After his college days he became associated with his father in his Canadian enterprises. He was only twenty when he joined his father in business, and became familiarly known as "Mr. Ed". He was a great lover of Art, particularly of Music and Paintings. Of the latter he had an unusually beautiful and valuable collection, and the Detroit Art Museum, of which he was a Director for a few years, owes much to his generosity. Several other institutions also shared in his benefactions. But of these later.

He married, in 1897, Mary E. Griffin, daughter of Thomas Griffin, of Detroit, and died in 1915, leaving no children.

Franklin Hiram was born in 1853 in the Beaufait House. He received his education at the University of Michigan, and after his graduation in 1873, entered his father's firm in Walkerville. In 1874 he married May Holbrook, daughter of D.C. Holbrook, of Detroit. He lived in "The Cottage" after his marriage until 1878, when he removed to Detroit, living first on Miami Avenue, then on Lafayette and finally, in 1897, on Jefferson Avenue, on the southwest corner of Jefferson and Joseph Campau, where he died in 1917. His former residence is now the Michigan Mutual Hospital. Only one child issued from the marriage of Franklin H. Walker and May Holbrook, Ella, who married Count

Manfred von Matuschka. May Holbrook Walker still survives her husband. Her residence is in Detroit.

Jennie Melissa, mentioned above, was the fifth child and was born in 1855. She died at the age of 13.

Alfred, born in 1857, at the Beaufait House, only lived a year.

James Harrington was born at "The Cottage", in Walkerville, in 1859. At the age of four he removed to Detroit with his parents, and received his education there. He was admitted into the partnership of Hiram Walker & Sons in 1878, when he was only nineteen. In 1883 he married Florence A. Holcomb, of Bridgeport, Connecticut, and made "The Cottage" his home. It was there that the present heads of the several Walker institutions, Harrington E and Hiram H. were born. Florence A. Holcomb Walker died in 1887 leaving the two sons just mentioned. Two years later, in 1889, James Harrington married Margaret Caldwell Tallmen, daughter of William S. Tallman, of Detroit. By her he had one son, Franklin Caldwell, who is a director of Hiram Walker & Sons, Mary Margaret, now Mrs. Sidney Small, of Detroit, and Elizabeth, who married Mr. Hamilton Patersch, also of Detroit. In 1895, James Harrington built his beautiful home at 873 Jefferson Avenue and lived there until his death, which occurred December 16, 1919. He is survived by his second wife, whose summer home is at Magnolia, Massachusetts, and winter residence in New York.

When Edward Chandler was admitted into the business in 1871, the name of the firm was changed from Hiram Walker to Hiram Walker and Son. In 1873, when Franklin H. Walker was taken into the partnership the name was changed to Hiram Walker & Sons, and, so far as the distillery is concerned, the business is still conducted under that name, the word "Limited" having been added to it.

Hiram Walker's business in Walkerville was only nine years old when a new era opened for Canada. Hitherto Canada had been a country of separate colonies, each having its separate government, money-system, tariff regulations and judicial administration. In 1867 all of these disparate elements of a great country were federated together under the name of Dominion of Canada. For several years already

the Union Act of 1841 had been considered by shrewd public men as a political bankruptcy, but it required more than half a decade to smoothen out the difficulties blocking the way to an equitable and final Union arrangement. This arrangement is embodied in the British North America Act, which came into force July 1, 1867.

One of the principal phases that secured the success of the negotiations among the various provinces leading to Confederation was the readjustment of the tariff schedules. After the abrogation of the Reciprocity Treaty with United States, Canada passed through two years of time-marking. But in 1866, seeing that United States would not renew negotiations for a further measure of reciprocity between the two countries, and feeling that if Canada intended to build up a distinct nation she must avoid copying the commercial policy of United States, Sir Alexander T. Galt introduced a new fiscal proposal. The main feature of the new tariff was a reduction of customs duties on the bulk of manufactured articles from twenty and twenty-five per cent to fifteen percent. The chief purpose of this change was to clear the path of Confederation by assimilating the tariff to the lower rates of the Maritime Provinces. But the author of the new fiscal policy also expected that a cut in the duties on manufactured goods would make Canada a cheap country to live in, a cheap country to produce in, thus inviting immigrants; would give manufacturers lower taxes and lower labour costs as well as cheaper raw materials, thus causing capital to flow to Canada rather than to United States.

These tariff schedules were adopted in 1867 and form the basis of the fiscal policy under which Confederation was ushered in. They endured until 1879; but a discussion of their effects on Canadian commerce and industry finds no place in a biography of Hiram Walker.

There is one phase of the new 1867 Canadian tariff policy, however, which looms up as of special interest here. It was inevitable that Hiram Walker's

industries should not remain unaffected - either for the better or the worse - by the sweeping changes that were put into force. One of the manufactured articles upon which customs and excise duties were increased, instead of decreased as was the tendency in the general schedules, was whisky; and, rather inconsistently, flour, coarse grains and farm animals were subjected to a low duty.

Had Hiram Walker, after nine years of distilling operations, not gained strength and established an extensive credit, it is not unlikely that he would have passed through a crisis of perhaps an unsurmountable character, as a result of the increase of duties on whisky. Fortunately his financial back was strong enough to withstand the assault. By bringing together all his assets he managed to weather the storm, and the disappearance from the field, in the following year, of smaller distillers who were too weak financially to meet the increased production costs, a new period of calm sailing opened again.

As for the reduction of duties on flour, it was merely a measure of retaliation against United States, for trade in wheat and flour had been, in the phrase of an official United States investigator "a commerce of convenience rather than of necessity", both countries producing a surplus. It barely reduced the price of flour, and even if it did it was only at the cost of a corresponding reduction in the price of wheat. On the other hand the new tariff made the importation of Indian corn from the vast American corn belts easier, a feature which redounded to Hiram Walker's benefit, as did the reduction in the duties on farm animals and stock.

On the whole, Hiram Walker saw in the advent of Confederation a promise of continued progress. He was not mistaken, for the years from 1867 to 1873 were years of hectic prosperity in Canada. During those years nineteen banks began business; the total bank capital increased from thirty millions to sixty millions and discounts increased in greater proportion. Railway mileage in operation doubled in the same period; exports more than doubled and government revenues increased from thirteen to twenty-four millions.

In this growth Hiram Walker had his modest share. All new territories opened by railroad expansion were new markets for his products. The abrogation of the Reciprocity Treaty had forced the Canadian Government to find new markets, interprovincial and British, and these were as many channels for his goods.

Following closely upon the swelling of transatlantic trade Hiram Walker began an extensive advertising campaign in Great Britain and Ireland. Manufacturing the best whisky that science and money could make he decided to advertise the article, and in this line he proved to possess the same acumen as in other lines of business. He advertised not with a view to obtaining spasmodic results, but with the object of creating a fixed and permanent impression regarding the merits of his whisky. The reputation of his staple, as a result, grew solidly, if slowly, and when the great panic of 1873 struck the world he was sufficiently established to battle through it successfully.

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Francis X. Chauvin, M.A.

Chapter 16

After prosperity in Canada comes the panic of 1873. Business stagnation throughout the world. Canada cannot escape the maelstrom. Hiram Walker on the edge of ruin, but recovers through perseverance and courage, and comes out of crisis invulnerably strong. The business training of his sons. Mary Abigail Walker dies in 1872. Appreciation of her life. A loving mother loved by grateful sons. St. Mary's Church in Walkerville erected in her memory.

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Chapter 16.

Hiram Walker conducted his Canadian enterprises under his own name from 1867, the year of John McBride's departure, until 1871, when he took in Edward Chandler, his son, the name being then changed to Hiram Walker & Son.

As stated in the last preceding chapter these were years of hectic prosperity in Canada, and, in fact, in nearly every part of the world. In United States there was an outburst of optimism and enterprise such as had never before been seen. In the United Kingdom, thanks to United States'—United States had just emerged from the Civil War--and war-hampered Europe's abnormal demands, there was in the coal and iron industry, an activity unparalleled in its history. Canadian industry shared in this unprecedented prosperity to such a degree that it was seized with a high fever of speculation. The demand had out-footed the supply and manufacturers became intemperate in their ambitions.

But the gleam of prosperity was relatively short. There seems to be in trade something half-fatalistic. Its march is in the form of a cycle, from depression to prosperity, and from prosperity to depression once more. The commercial crises that disturb the world seem to develop at ten-year intervals. In 1873 such dates as 1816, 1825, 1837, 1847 and 1857 were nearly all within easy remembrance. The time was passed for another world-shaking movement, but the delay only made the crash worse when it came.

Symptoms of the nemesis of over-speculation began to be felt early in 1873. The peak was reached in the September of that year. The panic was worst in United States. In September 1873, there were upwards of five thousand bankruptcies, in United States; nearly all the banks that had been involved with expanding railroads failed; commercial depression followed the financial crash; demand shrivelled far below the output of the new establishments into

which domestic and foreign capital had been poured; factories closed by the thousand and workmen were thrown out of employment by the million. In continental Europe—with the single exception of France—the crisis was as bad, and in Great Britain there was a paralyzing reaction, the like of which had never before been experienced.

Canada did not escape the maelstrom. Production, trade, finance, exports and imports fell to almost a dead level. There was not such widespread shutting down of mill and factory as in U.S., but there was commercial stagnation. In the long list of failures between 1873 and 1878, dry goods and general merchants led the van. This was due to reckless increase of importations by small retailers, without experience and capital, who had found the banks, all of which were competing for discounts, too easy with their credits. Another cause was the dumping of the surplus products of American manufacturers and jobbers. This utilization of the Canadian market as a "slaughter market" led to large importations at prices against which many manufacturers, particularly the boot and shoe manufacturers, could not compete. Generally speaking, however, it was, in Canada, a traders' rather than a manufacturers' depression.

This general crisis necessarily affected Hiram Walker's business and he again found himself face to face with a serious problem. Times of vanished profits are also times of forced economies. People do not buy so liberally when times are hard. The period between 1858 – the last crisis had occurred in 1857—and 1866 had been one of great prosperity, individual and national. But now confidence and energy were giving way to gloom and apathy. Money was a dear commodity and credit was tight. Prices of farm products dropped to a lower level than had been seen since 1857, and the market was flooded with goods of all classes.

Although Hiram Walker's strength and stability were generally recognized many predicted his ruin. But these were counting without his dogged perseverance

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and without his extraordinary resourcefulness. His habit was not that of sitting and waiting. He kept on thinking while others bemoaned; he ran where others walked.

By this time Hiram Walker was not only a distiller of high repute, and a farmer and a miller; he was also a lumberman. In every one of these occupations he was a leader, operating on a large scale, and aggressive in competition. He decided to carry on in all of them with same enthusiasm as he would have done if conditions had continued normal. He bought more farm lands, completed the purchase of Corcoran, McBride and O'Connor's distillery, purchased from Charles Hood the steamer "Ontario of Hamilton", which he used to carry lumber from Georgian Bay, gave a contract to Jenkins, ship-builders above Walkerville, for another freighter, and doubled his advertising appropriations in Canada and Great Britain.

For two years he was in the balance, one month on the edge of ruin, the next bringing a gleam of hope. But what he had dared he had the will to do, and in 1876, two years before the period of depression ended, he was invulnerably strong.

There is possibly no greater example, in the history of Canadian industrial trade, of indomitable courage against overwhelming odds, than Hiram Walker's during the three years from 1873 to 1876. That period was undoubtedly the supreme test of his life. His struggle during those years is a copybook of industrial sagacity, of creativeness and thrift. Confidence was perhaps his greatest incentive in the fight. Confidence in himself, confidence in the future of the country, and confidence in his men and associates, all of whom "stuck" by him, despite the lapse of weeks between pay envelopes, despite hopes deferred and a promised success continually postponed.

In 1878 Hiram Walker & Sons were regarded as the prototype of business

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success, only one other firm in Canada being given the edge over them, and that concern had also successfully gone through an agonizing experience. But in the struggle one of the Walker institutions had lost its identity. It was the Flouring Mill. Milling for commercial purposes was definitely abandoned in the same year that marked the end of the financial panic. The mill had done duty for twenty years. Thenceforward it was destined to function merely as an adjunct of the distillery, which had, by far, outshadowed its twin mate.

It may be of interest to note here that the closing of the Walker Flavouring Mill synchronizes with the rise of Sir John Macdonald's National Policy. In the Proceedings of the Dominion Board of Trade, 1876, page 173, W.W. Ogilvie, a staunch protectionist, is reported to have used the following words, with reference to the milling industry:

"I am a miller, and wheat is my raw material.....I am an out-an-out protectionist, but I cannot stand by and have my raw material protected, for that is carrying the principle too far."

However, it is of record that Hiram Walker & Sons abandoned milling because the distillery claimed all their attention and thoughts. Fiscal fluctuations had no material influence in the decision.

It was during that hectic period of panic and depression that Edward Chandler Walker and Franklin H. Walker received their training in a business in which they were, later, to prove, along with their brother James Harrington, who came into the firm in 1878, the worthy successors of their father. They could not have had a better schooling. Here they learned to appreciate the power of pluck, they were taught to realize what penalties vacillation in decision and weakness of action may entail in the struggle for business supremacy, and they were shown the value of resoluteness and perseverance in the face of disaster. They followed in their father's footsteps, and throughout their

successful career, gained fame and riches, not through the mysterious caprices of chance, but as a result of the practice of two virtues, both of which had been drilled into them by precept and example, common sense and hard work.

But we must stop here to record one of the most sorrowful incidents in Hiram Walker's life. In 1872, September 14, Mary Abigail Walker, his beloved wife and his loving companion for twenty-six years, died of heart disease. It was for him, one of those moral shocks which overwhelm sensitive men.

Mary Abigail Walker was only forty-six years old when she passed away. For five years prior to her death she had been in comparatively poor health, but had not been confined to her bed. The end came almost suddenly. By her bedside stood her husband and her mother, who was then in her sixty-third year. The other members of her family were in the adjoining room with her five surviving children. She was buried two days later from her home at the corner of Fort and Shelby, in Detroit, to Elmwood Cemetery where her remains have lain ever since. The funeral services were performed by Reverend T.C. Pitkin, D.D. rector of St. Paul's Church of which Mrs. Walker was a lifelong and devoted member.

In stature Mary Abigail Walker was a woman rather above the average height, but of average weight, and in feature she had dark hair, and graceful facial contours. Of her character, a relative of hers, still living, gave the author of these lines the following description:

"She had a quiet pleasing manner with a soft musical voice, and was essentially a home maker, and home lover. She could have no better, and probably would ask no other testimony to her qualities in this regard, than the children she left, and to whom while living she so tenderly ministered. Mrs. Walker was an earnest and devoted church woman and earnestly sustained her husband's interest in that direction. She was also interested in charitable matters outside of Church and was one of the founders of, and through her life, one of the most earnest supporters of St. Luke's Hospital in Detroit.

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"She was everybody's friend, fond of children and passionately loving her own. She was very sympathetic, and many there were in Detroit who, less favoured by fortune, owed hours of happiness to her kindness and affection.

"If it can be said of anyone that she is good, it certainly can be said of her. I knew her very well and I never heard her grumble. She never saw days of real adversity but when her husband met with reverses in his business it was invariably to her that he went to revive his courage, and sometimes to seek fruitful advice. Mr. and Mrs. Walker lived a very happy life indeed."

or charity, she never sought prominence or even mention. Not even in social affairs did she seek distinction. Her home was always open to all her friends, and they were found in all the walks of life, and among all the classes of society.

Long after her death she lived in the affection of her husband and children. The first Church building in Walkerville was erected by them in her memory, and named St. Mary's after her. This Church stood on Sandwich Street, directly opposite the present offices of Hiram Walker & Sons. This church was the predecessor of the present beautiful St. Mary's Church, which was consecrated by the Right Reverend Maurice S. Baldwin, Lord Bishop of London, Sunday the tenth day of April, 1904. A memorial tablet in that Church bears the following inscription:

TO THE GLORY OF GOD

And in loving remembrance of Hiram Walker
born in Massachusetts, July 4th, A.D. 1816,
died in Detroit, Michigan, January 12th,
A.D. 1899.

and his wife

MARY ABIGAIL WALKER

born in Michigan, September 25th., A.D. 1826,
died in Detroit, September 14th, A.D. 1872,
their sons, Edward Chandler Walker, Franklin
Hiram Walker and James Harrington Walker,
have given this Church, with the Rectory,
Parish House and ground attached, to the
Church of England in Canada.

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Yet she on earth hath union
With God the Three in One,
And mystic sweet communion
With those whose rest is won:

Oh happy ones and holy!
Lord give us grace that we,
Like them, the meek and lowly,
On high may dwell with Thee.

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Chapter 17

Hiram Walker a millionaire? Little personal wealth. Partition
of his property. Edward Chandler and Franklin H. Walker in the firm of
Hiram Walker & Sons. Conditions in Canada after the financial crisis. The
fight between free traders and protectionists. Hiram Walker throws his
strength with Sir John A. Macdonald and the Conservative Party. His opinion
as to a permanent cure for fiscal ills. The dawn of prosperity brings
immigration. Manufacturing in a flourishing condition. Hiram Walker doubles
the capacity of his distillery and yet cannot keep pace with the demand.
The beginning of "Canadian Club".

Chapter 17

In 1878, when the financial panic to which we referred in the last preceding chapter came to an end, Hiram Walker was reputed to be a "millionnaire". Whether he actually was a millionaire is not of material concern here. He might have been a man of wealth—and undoubtedly was—but between the two there is a wide margin, a margin which it is not yet time to measure. In any event this wealth did not represent personal wealth, for two years previously Hiram Walker had begun to partition his property among himself and his two oldest sons, Edward Chandler and Franklin H., who were partners in the firm of Hiram Walker & Sons. A large portion of his accumulations in Canada, in property, goods and money, had been transferred to the firm, and since his principal assets were comprised in these transfers, the title of "millionnaire" may have been altogether misapplied.

However, the title of millionaire given to Hiram Walker by those who had seen him rise to the top was an unqualified tribute to his business success. Yet, so far as he was personally concerned, it must be said that wealth and fame were not the goal of his toils and struggles. The reputation of being wealthy did not flatter him. Rather, he scorned it as a mistaken appreciation of his aim in life.

The partnership of Hiram Walker & Sons was formed in 1873, when Franklin H. Walker was admitted into the firm. The terms of the partnership were at first purely nominal. It was not until 1876 that Edward Chandler Walker and Franklin H. Walker were confirmed as members of the firm of Hiram Walker & Sons, on the basis of a business arrangement, carrying responsibilities and obligations. In that year Edward Chandler and Franklin H. Walker were granted each an undivided quarter interest in all the lands and buildings owned by Hiram Walker lying north of the present Canadian National Railway tracks, and beginning at a point, at the water's edge of the

Detroit River, opposite Victoria Road, in Walkerville, and extending, in a south easterly direction of Walker Road, the consideration in each case being \$25,000.

The description of the land in the grants, which are registered at the Registry Office of the County of Essex, at Sandwich, Ontario, as instruments nos. 20021 and 20031, is as follows:

"Undivided quarter of part of 95 and water lot in front as part of lots 94, 95 and 96. Commencing at water's edge of Detroit River at a point in the line dividing lands of Grantor from land owned by G.W.R.Co., being a portion of said lot 94; then in a southerly direction and along aforesaid line to northern line of G.W.Ry; thence easterly along northern line of said railway to west side of what is known as the Walker-Montreuil Road; then northerly along the west side of said road to northerly side of Sandwich Street to a lane belonging to estate of late John Montreuil and which divides the land owned by said Grantor and the land owned by one Montreuil, then north along the westerly side of said lane to water's edge of River Detroit, then along water's edge down stream to place of beginning; saving the highway known as Sandwich Street".

Thus began a firm whose rise in the field of business was to carry the name of Hiram Walker across the five continents of the universe, in every land where the touch of civilization had been felt, and even beyond the frontiers of civilization.

Hiram Walker's financial troubles and worries ended in 1876. He was at the time 60 years of age, and could have retired till the end of his days with a comfortable income, leaving the administration of his vast business—comprising two distilleries, a large acreage of arable lands nearly all under cultivation, an extensive cattle trade, a lumber yard, and sundry allied industries, to his sons; but instead he launched into several other undertakings all demanding his closest attention, first in their organization, then in their development. Having finally achieved success after several reverses that had almost ruined him, his watchwords were still: Improvement and Progress.

The financial crisis had left Canada in a crippled condition. Ten years of a vacillating fiscal policy had emptied the national treasury, and seven years of lean returns had caused the people to turn towards new doctors in the hope of finding a permanent cure for their ills. In 1878 Sir John A. Macdonald came to power on the National Policy, a tariff policy which Sir John Rose devised, which Sir Francis Hincks stamped with his approval, and which Sir John A. Macdonald made current and popular.

Since Confederation there had existed in Canada a reasonable measure of tariff protection. But, during the panic, the sentiment had been towards nationalism. The theoretical free traders kept their ideas afloat, but the advocates of protection rapidly gained ground. The necessity of incidental protection had been recognized by Sir Richard Cartwright, finance minister in the McKenzie administration, who, faced by a threatened deficit in 1874, as a result of the rapid fall of imports, had sought a remedy in the imposition of revenue duties on tea, coffee, tobacco, wines and spirits, and in the increasing of the general rate from fifteen to seventeen and a half percent. In 1876 Sir Richard was faced with the same danger, and strong pressure was brought to bear upon him to take the other bite of the cherry and raise the seventeen and a half per cent schedules to twenty. But Sir Richard did not take the other bite, and Sir John A. Macdonald, who always had an ear to the ground, seized upon the occasion to launch his now famous National Policy. He argued that fifteen percent was not the revenue-yielding limit, that seventeen and a half percent had failed to fill the treasury, and that consequently, the only remedy was to raise the rate to twenty percent. His appeal was successful, and after five years in the cold shades of opposition, where the Pacific scandal had cast him in 1873, he again assumed the reins of office and held them until his death in 1891.

A combination of circumstances changed the era of depression into a period of renewed prosperity. A big factor in this revival was undoubtedly the stimulus given to investment in favoured industries, but more important were the world-wide improvement in demand, the restoration of the United States market for Canada's lumber, and the coincidence of good crops in Canada with the worst harvests in Britain since the beginning of the century. But ardent protectionists attributed it to the National Policy, to which they returned their most fervent thanks.

What contribution Hiram Walker made to the controversy between the advocates of incidental protection--the so-called revenue-raising tariff--and the straight out-and-out protectionists, it is not necessary to give its exact measure here. A staunch Republican in American politics, he was an avowed Conservative in Canadian politics, and also an admirer and personal friend of Sir John A. Macdonald. He never cast a vote in Canada, but always took a deep interest in Canadian political affairs, and was often times taken into confidence by the leaders of the Conservative Party, which could always rely upon a generous contribution to its campaign funds from him.

The forces which had brought about the National Policy were both individual and economic. There was first the somewhat narrow advocacy of self-interest, and secondly the broad zeal for the country's welfare. The manufacturing interests were openly in favour of the National Policy, and were aggressive in their support of the Conservative Party, whose great battle-cry in the election of 1878 was the lure of a closed market and the control of the local market. With this view Hiram Walker fell completely in line. To him an indirect loss as a result of dearer raw materials was an insignificant consideration. He felt that ample compensation would come from the promised and hoped-for general prosperity. He had, before him, the example of his own country, United States, which under an effective system of protection,

had extended its factories, filled its western lands, and had drawn capital and endless streams of immigrants from Europe, and even from Canada. Common logic implied that protection might do the same for Canada, and that commercial isolation might bring the disjointed Dominion into greater unity. Thus reasoning Hiram Walker threw his whole strength with his party of predilection, and held frequent conferences with Conservative leaders, including Sir John A. Macdonald, Sir Charles Tupper and other stalwarts of the party, particularly J. C. Patterson, who became minister of Railways and Canals in 1878, the year of his first election to parliament as member for the County of Essex.

Hiram Walker's advice could well be relied upon, for it was never tinged with a narrow selfishness, nor inconsiderate of political opponents. He was fitted by education and experience to analyze economic ills and suggest effective remedies. In his opinion Canada would gain by preserving her home market, a result which protectionists claimed for the National Policy. United States, although a very natural outlet, was hopelessly shut out to Canadian Manufacturers by a tariff wall as high as Hamon's frequently-mentioned gallows. And besides, Britain was far and had the advantage of cheap labour and cheap money. What could Canada do but to hold on to her own domestic market? And this he urged with all his accustomed vigour, although not in a public way, for he never sought prominence, always preferring the more modest part of "the man behind the gun". He felt that in the absence of great-scale production and specialization, which a large and secure market had made possible for American manufacturers, Canadian manufacturers needed a protection that would lessen if not eliminate--competition. This he also pressed, counselling at the same time the opening of negotiations leading to favourable trade treaties with foreign nations, thus compensating for the lost American outlet.

As stated before in this chapter, a combination of circumstances brought about an era of prosperity in Canada after 1879. To attribute this revival of business wholly to the National Policy, would be to forget the importance of many other factors, such as the coincidence of good harvests in Canada with bad ones in Europe, a greater demand all over the world, and a boom in Canada's lumbering trade.

With the dawn of prosperity came the effect which it invariably produces. Immigration began to spread its fertilizing flood over the Prairie West, and even the East had its share of it. Consequent upon this initial tide of immigration the Canadian Government started an aggressive campaign across the seas, bringing out tenant farmers to spy out the land, assisting them in ocean passages, and providing them with free inland transportation, and also commenced repatriation activities in United States, although without, in the latter case, notable results. Immigrants poured in by the tens of thousands, and the rapid settlement of the western prairies again brought to the fore the advisability of building the Canadian Pacific Railway. To that end a contract with the Canadian Pacific syndicate, involving a land grant of 25,000,000 acres from the government, and holding the promoters to specified time for building. The syndicate was slow to start, but in the meantime confidence was general throughout the whole country. Prices were good, and a real spirit of enterprise pervaded every hamlet. It was said at the time that not one Ontario town of importance was without its colonization company. Within a few months seven million acres of land were applied for, and the fever kept unabated for three years, thousand upon thousands trekking their way westward.

The outcome was a wave of unprecedented prosperity for Canadian manufacturers in all the various segments of the industry. Agricultural machinery manufacturers strained every nerve to keep up with the demand, and nearly every other line was in the same position. The reaping was general, even the whisky business sharing in the ramifying stimulus. Hiram Walker & Sons doubled the capacity of their plant and still they were unable to fill all the orders that every mail brought in with a most cheerful regularity. At no time in the history of the distillery had there been such a "spirited" movement of goods. Exactly what Hiram Walker had predicted was occurring at that moment. General prosperity always brings individual prosperity, and vice versa. Times of plenty mean times of generous and free spending.

But Hiram Walker's ambition did not stop with the prosperous condition of his favoured industry, the Distillery. He had, by this time, invaded Britain with his product, but he wanted, now, to defy the barriers of American tariff and introduce his whisky in United States. With that object in view, he studied with minute care, American taste for whiskey, and made up his mind to satisfy it with a product that would conquer the field. From this desire grew the now famous export brand of Hiram Walker & Sons' "Canadian Club". But the introduction into, and maintenance in, American homes of this particular brand of whisky is worthy of a special chapter. The whole subject will find its logical place in a chapter entitled "The Whisky War", where it will be reviewed in all its varied aspects.

In the meantime Canada was forging her way ahead, and coincident with this progress was the progress of the Walker institutions, which began to ramify, and expand in the year 1880.

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H I R A M W A L K E R

His Life - - - - - His Work

etc...

By

Francis X. Chauvin, M.A.

Chapter 18

Hiram Walker's holdings in property in Detroit, in 1874.
Partial list thereof. An historical account of the trans-
actions up to Hiram Walker's acquisition of some of that
property. Explanation of some of the terms used in the
description of the land. Hiram Walker a shareholder in
the Second National Bank. History of the bank. Value of
its stock.

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Chapter 18

When, in 1864, Hiram Walker returned to Detroit to reside, after five years of residence in Canada, he was already on the road to prosperity. He was to pass through a severe crisis before finally achieving a great success, but despite reverses, he had acquired considerable property in Detroit, and intended to invest heavily in Detroit real estate.

During the following decade Hiram Walker rose from the position of comparatively modest owner to that of one of the largest taxpayers in the city. In 1874 his general taxes amounted to \$5051.94.

With the view of illustrating what energy, vision and thrift may accomplish in a relatively short time, the records of the Detroit and Wayne County Registry Offices have been examined and a partial list of the parcels of property owned by Hiram Walker has been compiled. The list comprises some of the most valuable properties in present downtown Detroit, properties that now represent fabulous values.

1. Lots 10, 13, 14, 18 and 19 in the Military Reservation. The Walker Homestead was on lots 13 and 14, at the corner of Fort and Shelby, The Dime Savings Bank Building now occupies lots 18 and 19, the Security Trust Building being on lot 10.
2. Lots 172, 173, 174, 175, 176, 177, 182, 183, 184 and 191 of Section 4 of the Governor and Judges' Plan. These lots are situated on the south side of Atwater Street, beginning at the corner of Woodward Avenue. It was there that Hiram first was employed as a grocery clerk, in 1838, and later established a vinegar factory which was still assessed in 1874 as the Detroit Vinegar Company, although Mr. Walker had abandoned manufacturing vinegar several years previously.

3. All that part north of Atwater Street between that street and Poline Alley, the property being then known as the Old Ladouceur and Sibley Claims.
4. Lots 77, 78 and 79 on Henry Street, known as Park Lots.
5. West 55 feet of East 105 feet, being Lot 2 on High Street and part of the Brush Farm.
6. Out Lot No. 5 of rear concession of Private Claim No. 7, known as the Mullett Farm: in all 5 acres.
7. Lot 69 in Albert Crane's subdivision of the Labrosse and Baker Farm.
8. Out Lot No. 14 of the Gouin Farm, on Russell Street: 2 16/100 acres.
9. Lots 1, 2, 3, 4, 5, 6, 8, 9 and 23 in A. Russell's subdivision of the Chene Farm in Hamtramck.
10. Lots 137, 189, 190 and 191 on St. Antoine Street, being a subdivision of the Antoine Beaubien Farm.
11. $4\frac{1}{2}$ acres in the subdivision of the Witherell Farm, north of Fort Gratiot Road.
12. 5 acres in the Antoine Dequindre Farm, obtained from the Board of Water Commissioners of the City of Detroit for \$3000.

The enumeration of those properties shows Hiram Walker's faith in the future of the city which, by virtue of its phenomenal development and rapid growth, was, only fifty years later, to receive the merited name of The Dynamic City. But there is something more significant yet in this enumeration, and it is that Hiram Walker had in his mind, at the time, to add to his fast-multiplying enterprises in Walkerville, that of real estate developer in Detroit, thus taking his place alongside such prominent earlier realtors as W.B. Wesson, F.J.B. Crane, Walter Crane, Albert Crane, John Gibson and J.W. Johnston. We shall later see him direct his real

estate promotions from his little office in Room 6 of the Walker Block, at the north west of Fort and Griswold Streets. In the meantime a brief explanation of property movements in Detroit, where Hiram Walker was to amass a fortune, will be of interest.

In the description of the parcels of land owned by Hiram Walker in 1874, such expressions as the Governor and Judges' Plan, the Military Reservation, Park Lots and Private Claim are used. They are not clear in the mind of present-day generations and become intelligible terms only when read in the light of history.

The Rule of the Governor and Judges began in 1805, Governor William Hull, of disastrous memory, and Judge A.B. Woodward arriving in Detroit from Washington, the day following the great fire that swept the budding city in that year. There was little left in the town over which they could exercise their authority; but seeing that the people, in their plight, were turning to them for assistance, they at once realized that a splendid occasion presented itself by which they could increase their power and control. They substituted themselves for the trustees who had been elected under the Act of 1802 creating the Corporation of Detroit, and in 1806, the following year, they procured the passage in Congress of an Act vesting in them the power to lay out a new town and to dispose of the town lands.

There then began in Detroit the most anomalous government recorded in the annals of any city or country on the face of the earth. The control that the Governor and Judges exercised over land and laws, persons and property, brings to mind some of the worse features of feudalism; and to mention that this irresponsible autocracy held sway until after the War of 1812, is to credit the citizens of the town with unbounded patience.

The first members of the Governor and Judges' Land Board in Detroit, were General Hull, Judge A.B. Woodward, Judge John Griffin and Mr. Frederick Bates.

Judge A.B. Woodward, a man of much learning and natural ability, at once set to work in laying out the new town. As basis for his endeavour he procured a copy of L'Enfant's plan of Washington, and proceeded after it. The result was the present plan of the City of Detroit, with its principal streets and avenues radiating from two central points, namely Cadillac Square and Grand Circus Park, the latter being a short distance to the north from the former, on Woodward Avenue.

According to the plan, the city as it was then constituted, was divided into several sections, there being seventeen in all. Section 4, wherein Hiram Walker started as a clerk in 1838, comprises, among other lands, all that part south of Jefferson Avenue between Woodward Avenue and Randolph Street. Lots 172, 173, 174, 175, 176, 177, 182, 183, 184 and 191, which Hiram Walker owned in 1874, included the greater part of the lands south of Atwater Street, between Woodward and Randolph. Part of that property is now owned by the Detroit and Windsor Ferry Company.

The tremendous tracts of land placed by Congress under the control of the Michigan Territorial Land Board did not include the grounds occupied by the fort, the citadel, the magazines, the bastions and the stores. The citadel was located on Wayne Street, south of Larned, and was connected with the fort by a subterranean passage; the powder magazine and the stores stood at the corner of Congress and Wayne, over the subway; and Fort Shelby (Fort Lernoult previously) occupied nearly all the grounds between Griswold and Wayne and from Fort Street to Lafayette Avenue. The artillery gardens adjoined the fort to the northwest and extended beyond the present Cass Avenue. After the surrender of Detroit by the

British in 1796, all these buildings and grounds became the special property of the United States Government, but in 1824 the greater part of that reserve was handed over to the city and its control passed into the hands of the Governor and Judges.

It thus becomes evident that Hiram Walker's residence and offices, between Griswold and Shelby Streets, were located on one of the most famous historical sites of the City of Detroit. A brief account of the transactions in connection with some of property owned by Hiram Walker in the Military Reservation, in 1874, will thus be of interest here.

When, in our present times, we consider the value of the property in Detroit described as being the Military Reservation, we cannot but rue the day it became a city possession. No record of frittering away and squandering of any landed domain could be found in the history of any city. No greater waste of a magnificent gift could be imagined. Nearly every lot was given away by the City Fathers or the Land Board.

The first acquisition of land by Hiram Walker, in the Military Reservation was made in 1863, when he purchased the Oliver Newberry House, at the corner of Fort and Shelby Streets. He immediately saw what values the property would reach in the near future, and he increased his holdings in the Reservation as rapidly as his means would allow. In the year 1871, he made his second purchase. This was of lots 18 and 19 of the Reservation, according to John Mullett's survey of 1827.

These lots were given to the First Baptist Society of Detroit, June 10, 1828. Two years later the Society built the first Baptist Church of Detroit on the lots. In 1835 a new brick church "fifty by seventy feet, with a steeple one hundred feet high" replaced the original building. This second church was used for services until 1859, when it was torn down and the third church begun on the same site. The main audience room of the new Baptist Church was dedicated in 1865. It had an average width of sixty-six

feet and was seventy feet long. The width between the transepts was eighty feet, and the church had a seating capacity of 650. In 1870 some of the members of the church withheld to form the Park Street Baptist Church, and the property was sold, July 11, 1871, to Hiram Walker for fifty-thousand dollars. Hiram Walker transformed the building into an office building and vaudeville theatre, named it the Walker Block, and kept it until 1895, when he transferred it to his three living sons, Edward Chandler, Franklin H. and James Harrington, and upon the property now stands the gigantic Dime Bank Building, one of the most beautiful structures in Detroit.

Lot 10 of the Reservation, which adjoins the Walker Block to the north was sold to Mason Palmer, by Oliver Newberry, in 1850, for \$2000. In 1871, John Palmer, executor of the Mason Palmer estate, sold the lot to David Preston for \$14,800. Two years later David Preston sold the lot to Hiram Walker for \$20,600.

Lots 16 and 17 were purchased from Charles and Frances Kent in 1890. They were sold in 1912 to Edward Ford for a fabulous price. Subsequently all the south and east sides of the block bounded by Fort, Griswold, Lafayette and Shelby became the property of the Walker family, the surviving members of which sold the last parcel of it in 1916.

Among the other properties owned by Hiram Walker in Detroit, in 1874, were lots 77, 78 and 79 on Henry Street. They were known as Park Lots, which were part of the Governor and Judges' lands. The Park Lots were between five and ten acres each, and altogether, comprised all the lands lying north of Adams Avenue, on both sides of Woodward Avenue, between the present John R. Street and Cass Avenue, and extending northwards two and a half miles. They became very valuable.

The term Private Claim used in the description of Parcel 6 in the enumeration of Hiram Walker's properties, means grants made to individuals

by French governors and intendants, during the French regime, which lasted nearly sixty years after the foundation of Detroit by Antoine de Lamothe Cadillac, in 1701. For instance Private Claim No. 7, later designated as the Mullett Farm - which farm also included Private Claim No. 182 - was a land grant made to Pierre Meloche, July 8, 1734. It consisted of 160 acres, being four acres wide and extending back from the river 40 acres. Pierre Meloche was a prominent habitant who lived in Detroit where Buhl Sons Company's plant now stands, near Joseph Campeau Avenue. But he also had a blacksmithing shop on the south side of the river, near the present buildings of Parke, Davis & Co. in Walkerville, and thus became well acquainted with, and friend of, Pontiac, the famous Ottawa chief. In all the accounts of the Pontiac Conspiracy, the name of Pierre Meloche figures prominently.

In as much as nearly every parcel of land, in Detroit, bordering on the river, has some interesting history attached to it, full details with reference to Hiram Walker's property holdings in 1874, would unduly fill these pages. We will pass them here, reserving, however, the privilege of again referring to the properties later, if the occasion demands it, either to confirm a statement or with the view of contributing to the history of the community in which Hiram Walker lived for sixty-one years.

Among the things for which Hiram Walker was assessed and upon which he was paying taxes in 1874, was four hundred shares in the Second National Bank. This bank was organized in 1862 and was opened for business on November 4, 1863. It began operations with a capital of \$500,000 and its first officers were: President, H.P. Baldwin; vice-president, C.H. Buhl; cashier, C.M. Davison; directors, H.P. Baldwin, C.H. Buhl, E.B. Ward, Duncan Stewart, N.W. Brooks, Chauncey Hurlbut, James F. Joy, John Stephens, and Allan Shelden.

Its offices were on the southwest corner of Griswold and Congress Streets, in a building owned by C.H. Buhl, which stood where the colossal

Buhl Building now stands. The charter of the bank expired in 1883, and it was succeeded by the Detroit National Bank, which opened its doors at the same place, in that year, with a capital of \$1,000,000 retaining nearly all the original directors of the Second National Bank. It is now merged with the First National Bank. An idea of the value of the Second National Bank stock may be had from the fact that Hiram Walker paid upon it, in 1878, taxes to the City of Detroit alone in the amount of \$346.37. This was, of course, exclusive of the Wayne County taxes.

Space forbids the mention here of all of Hiram Walker's activities in Detroit, even as early as 1874, and at a time when his Canadian business was passing through its severest crisis, when his ventures in the field of newspaper publishing were a matter of serious concern, and when the world was experiencing the worse panic in the history of finance. These must be dealt with separately, as either the subject or the chronological order of the events of his life demands it. The above is merely as introduction to chapters which will be filled with examples of business sagacity, executive energy and indefatigable capacity for work.

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H I R A M W A L K E R

His Life-----His Work

etc

By Francis X. Chauvin, M. A.

Chapter 19

A day with Hiram Walker at work, in 1878. Hiram Walker in his office, his method of working. His way of considering problems; his system of analysis. A brief exposé of his activity. Hours count, minutes fly. The value of time. Why Hiram Walker achieved success.

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Chapter 19

In 1878 Hiram Walker is sixty-two years old and rich, rich in worldly goods and rich in reputation. From the age of twenty he has worked like four men; thenceforward he will work like ten. He has no temptation to look back; he looks ahead. The architect of his own fortune, he plans, with undiminished energy to further organize, systematize, stabilize.

In his plant in Walkerville, which he visits every day, all wires lead to him. All the important files are on his desk. In his office come clients, secretaries, messengers, barristers, bankers, farm-hands, directors, superintendents, contractors, borrowers and politicians. All are received courteously, expeditiously. Between visits, he wades through the tide, dictates letters, signs documents, fixes business appointments, gives orders, answers questions, examines reports. His is not an eight-hour day; he works twelve, fifteen, sixteen hours. He finds the days and the weeks too short for the work he has to do and wants to do.

In the morning it took Hiram Walker one hour and a half to reach his office in Walkerville from his Detroit home. This is a waste of time, and time is too precious to be wasted. But how do it? The problem invites its own solution, and Hiram Walker immediately plans to establish a ferry between Walkerville and Detroit. Such a ferry will cost money, perhaps considerable money, but it will save time and it will be of service, of service to himself and of service to the community. The germ of a new enterprise is created. It will mature in due time.

Memorandum for Mr. Hiram H. Walker

In this chapter I have departed somewhat from my general style of narration. I am bringing you in contact with Hiram Walker when he was at work. I had so much to say that I had to say it in brisk, sharp sentences and phrases, using the present tense in most of the chapter.

You will no doubt find it interesting, particularly if you are a psychologist. However it is an introduction to the following chapters which will witness the birth of the Ferry Company, the Globe Furniture Co., the Brick Factory, the Malleable Works, the Railroad, the Mettewas Hotel, the Growing of Hops and Tobacco, etc.

Yours truly,

Drops a man in his office. He knows Hiram Walker; Hiram Walker knows of him. The visitor farms a piece of land in the concessions. He is pessimistic, grouchy; he bemoans, he looks through dark spectacles, he makes no progress. "I'll see your farm this afternoon", says Hiram Walker. There is a farm for sale. Will he buy it? Perhaps. But he will see, and he will see at once; tomorrow he will have no more time at his disposition than he has to-day. And, he has promised to be there in the afternoon. That is sufficient. He will see the farm that afternoon. Farm lands are a good investment, and he has faith in the future.

Ten minutes have been taken up with the visiting farmer. A messenger brings in a batch of papers. They are letters, memoranda, plats, abstracts, documents of all kinds. The routine starts again. But there is something strange to-day. Orders for bricks are not filled; steel for a new building is not delivered; cattle bought in the country are not in the barns. All this means delay, loss of time, a breech in the general mechanism. So many problems to tackle; so many solutions to find. Hiram Walker thinks. There is only one sure way out of it. He will make brick; he will manufacture steel, and he will transport cattle. New enterprises are in his mind. To-morrow, yes tomorrow, they will be on paper, with the plans tentavily laid out. New industries mean progress, growth, development, population. They will be created.

When faced with a new, intricate problem, Hiram Walker observes listens, notes, thinks, deducts, concludes. This process is never broken. Sometimes a conclusion forces itself upon him. But he does not jump at it; he concentrates, he studies. Yes, he will make bricks. But before he does, he will investigate, survey the conditions of the market,

analyse soils, learn something of the industry.

He will start an iron manufacuring plant; but he puts a preamble to his idea. He will first weigh the chances of success over failure, inquire into the possibilities of the field, examine the relations of the iron industry with other industries, proceed carefully, cautiously. A year, two years, is a short period of time when one builds for eternity.

He will transport cattle. But wait. Cattle can walk, can be driven, can be herded. Transporting cattle is not a business; but transportation is a business. There is the idea: transportation, railroad transportation. He will look into this. Here is a problem that challenges his best thoughts. He needs transportation; the people need transportation. The thought intensifies itself. All the southern part of the peninsula is a fertile area, a promising preserve, a traffic hive. The people there have no adequate transportation; they need service. But transportation is a question of public interest, of national scope. Transportation means colonization, development of natural resources, binding together of territories. The idea is splendid, but let there be no haste in bringing it to maturity. Perhaps there will be need of jockeying, parliamentary jockeying. Let the idea rest.

. It is now noon. The morning has slipped by like a flash. It has been active, absorbing, fruitful. A quick lunch at "The Cottage", where "Mr. Frank" is the host, and again Hiram Walker plunges into work. Man does not live to eat, even if he must eat to live.

It is a beautiful afternoon. The birds are singing "in the tree-tops"; the sun is resplendant in the azured sky; and a gentle breeze, refreshed by the waters of lovely Lake St. Clair and the gorgeous Detroit River, sweeps over the country wiping the sweat off the brow and filling the lungs with pure oxygen. What more could a man ask for?

But rain or shine Hiram Walker has work to do. More than that; this afternoon, he has a promise to fulfill. He has a farm to visit. It's three

miles out; there is no time to lose. But then, must time not be lost anyway?

While the roan mare is being hitched to the caleche, a visit to the distillery where Hiram Walker chats with Thomas Reid, his trusted employee and good friend. Nothing out of the ordinary there. The shipping department is busy, everybody is busy.

The "rig" is ready. Off Hiram Walker goes by the Walker-Montreuil Road, a narrow--too narrow--road. As he leaves he hears William Sutherland's and Ben Renaud's hammers on the anvils, the sparks striking in every direction. They are busy too. Good. By the railroad track is William Graveline's grocery store. He is standing at the door, his sleeves turned up and his brawny arms tired with idle hours. Too bad. Why not a more congenial occupation for Mr. Graveline? He is wasting time, wasting himself, sunk in a rut. People pass his door by and go to Windsor, because his shelves are empty. Another idea. A good store in Walkerville is the thing. It will come...some day.

On Hiram Walker goes, alone in his caleche. To his right is his own land, all under cultivation, and ably superintended by John Armstrong. To his left is the Montreuil Farm, held back from fruitful development by estate entanglements. Beautiful land, rich loam, unsurpassable quality of soil, but little or no culture. Some more waste; God given riches frittered away. The while the roan horse trots along, a cloud of dust rising behind, leaving a coat of gray on the back of the top. He passes through forests. What a wealth! He reaches third concession, and his destination. It's two o'clock.

Mr. Farmer received Mr. Walker with a smile. There is a good piece of property, with, here and there, patches of yellowing grain and plenty of standing timber. A frame house and a few out-buildings, and some stock. Ten minutes of talk. "Come down again to see me. I'll very likely buy your farm". And back towards town, where he has an appointment at three with the manager of the Bank of Montreal, in Windsor. He will very probably be late.

"Giddup", Hiram Walker is in Windsor at three fifteen. He attends to his business with dispatch, for he has promised William Stocking that he would be at the Post and Tribune's offices at four. He goes to the ferry. No boat there. Some more delay, and so much work to do. At last the ferry comes. In fifteen minutes he is in Detroit, and about the streets he can hear the familiar cries of the newsboys: "Post and Tribune"; "The News". He has no time to stop. At four thirty he is at his office, in conference with his chief editor, Mr. Stocking. The conference lasts until five, when Hiram Walker hurries to the Walker Block to spend another hour or more among papers, files, abstracts of title, deeds and endless bundles of documents. At six, or thereabout, he finally reaches his home at the corner of Fort and Shelby, and sits down to a sumptuous meal, which is partaken of by his eldest son, Edward Chandler. The day's work is done, unless there should be a meeting of the vestry of St. Paul's Church, of which Hiram Walker is a member. No! There is no meeting that evening.

The above is not a fantastic, nor imaginary account of Hiram Walker's daily work in 1878. The author of these lines holds the substance of this narrative from Mr. C. M. Burton, of Detroit, who was one of Hiram Walker's intimate friends for many years, and confirmed by Mr. Maurice Renaud, of Tecumseh, whose father Benjamin Renaud worked for Hiram Walker, nearly all his life, and who was then a young, but observing lad.

In a few words the writer has tried to picture Hiram Walker at work at a time of his life when his energy was unimpaired by the excessive weight of years and his morale at its highest. This picture is necessarily inadequate; it takes but a portion of the tasks which Hiram Walker performed every day. Only those who were intimately associated with him can describe his activity. It is vivid enough, however, to illustrate the fact that Hiram Walker's success cannot be attributed to a lucky chance, or fortunate circumstances, or rare opportunities. Hiram Walker owes his achievements to hard work. He is in a class with such men as Carnegie, Field, Wanamaker, Hill, Ford, Rhodes,

Chapter 19, page 6.

Lipton, Strathcona, Stephens, and many others, all giants of industry, who have climbed the ladder of success, step by step, rising from the humblest beginnings to the greatest heights.

Hiram Walker appreciated, more than any man perhaps, the value of time. He never lost any, either in sleep or leisure, and certainly did not squander it in laziness or useless pleasure. He was always in haste to get to work, but never in haste to make a final decision. The first is time, the second is impulsion. He never wandered, not even in his thoughts; he always concentrated. He felt that the only way he could make time was by thinking. He has made wrong decisions, but they were not wrong because they were arrived at in haste; he always took time to consider, to examine, to weigh. This was characteristic of him, not only in 1878; it was ever so, at every stage of his life. In one word, Hiram Walker achieved success, first, because he always avoided passiveness; secondly, because he trained himself to see opportunities and was always prepared to seize them; thirdly, because he endeavoured to master his work, and then did it conscientiously; and finally, because he always practiced the sound business principles of honesty, uprightness and justice.

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H I R A M W A L K E R

His Life ----- His Work

etc.

by

Francis X. Chauvin, M.A.

Chapter 20.

Conditions of travel and motives of convenience impel Hiram Walker to establish a system of communication between Walkerville and Detroit. The first service in 1880. The Steamer "Essex" is leased from Shadrack and Henry Jenkins. The "Ariel" placed in service in 1881. History of navigation on the Detroit River told. Formation of the Walkerville and Detroit Ferry Company in 1888. Walkerville elevated to the dignity of Outport in that year. Progress of the company. The "Wayne" and the "Halcyon" come successively in 1923 and 1926. History of company is one of losses. Present state of prosperity is tribute to Hiram Walker's vision.

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Chapter 20

It was in 1878 that Hiram Walker first began to seriously think of establishing a system of communication between Walkerville and Detroit. He was, so to speak, forced into that undertaking, by considerations of convenience and speed in transportation. He had crossed the river at Windsor since 1857, a matter of twenty-one years if his five years of residence in Canada are counted, and although facilities for crossing had been improved during that period of time they were still very inadequate. The time lost was not only in the ferrying across the Detroit River, but more particularly in the travel between Windsor and Walkerville. Many times during the year Sandwich Street would be well-nigh impassable, and it would on some occasions take better than an hour to cover the distance between the two points, something like a mile and a half.

This loss of time exasperated Hiram Walker, and, as Jefferson Avenue was paved from Woodward Avenue to the present Belle Isle bridge with cedar blocks, it dawned on him that by crossing at some point opposite his Walkerville offices he would save time as well as add to his convenience of travel. It was not, however, until 1880 that conditions finally impelled him to decide on the matter. In that year he leased from Shadrack and Henry Jenkins the ferry "Essex", built docking accommodations on his premises in Walkerville, exactly where the present dock of the Walkerville and Detroit Ferry Company is situated, and at the foot of Walker Street on his own property in Detroit, and started a ferry system that was destined to become a giant rival of the old-established Detroit & Windsor Ferry Company. Walker Street, in Detroit, was located where the present Buhl Sons Company's plant stands, a block east of Joseph Campeau Avenue.

The "Essex" was an old steamer built in Walkerville, in 1858, by her owners, Shadrack and Henry Jenkins, whose yards were located some three hundred yards east of the present offices of Hiram Walker & Sons. She did service for many years between Detroit and Windsor, and in the annals of ferry transportation between the two shores of the Detroit River, she takes an honoured place alongside the "Argo", the "Gem", the "Detroit", the "General Grant", the "Mohawk", the "Hope", the "Fortune", and many others.

The establishment, by Hiram Walker, of a ferry service between Detroit and Walkerville, in 1880, revives the whole history of navigation across the Detroit River. We will briefly review it here.

Ferrying did not become a commercial business until 1820. Prior to 1820, transportation by canoes was the general custom. Those who did not own a canoe could always find skilful oarsmen who would ferry them over for a pittance. In the January of 1820, J. B. St. Amour took out a license for a ferry from the foot of Woodward Avenue, in Detroit, to Ouellette Avenue, in Windsor. St. Amour (not Santimoore, as some historians are pleased to write his name) had a small hostelry at the corner of Sandwich Street and Ouellette Avenue, where the British American Hotel now stands. In those days the rates were fixed by that body known as the Court of General Quarter Sessions, and the following extract from the records of that court will give an idea of the control exercised over those who wished to establish ferries.

"Each ferry shall be provided with two sufficient and safe canoes or ferry-boats, and one like sufficient and safe scow or flat. From the first day of April until the first day of November in each year, each ferry shall be attended by two good and faithful men, and from the first day of November to the first day of April by three like good and faithful hands. The ferry shall be kept open from the rising of the sun until ten o'clock at night, and at all times, when practicable, shall transport the mail and other public express.

"The rates of ferryage shall be as follows:

From 1st of April to 20th of November, for each person, 12 $\frac{1}{2}$ ¢; for each horse, 50¢; for a single carriage and one person, \$1.00; for each additional person, 12 $\frac{1}{2}$ ¢; for each additional horse, 25¢; for each head of horned cattle, 37 $\frac{1}{2}$ ¢; for each sheep or hog, 6¢.

From 20th of November to April 1st, for each person, 18¢; for each horse, 75¢; for each single horse, carriage, and one person, \$1.50; for each additional person, 18 3/4¢; for each head of horned cattle, 56 3/4¢; for each sheep or hog, 9¢."

In the August of the same year, 1820, Benjamin Woodworth was granted a license for a ferry operating from the foot of Randolph Street in Detroit, to the present Erie Street on the Canadian shore. In the following year James Abbott and Ezra Baldwin also took out licenses. They had sail-boats, and their approach to either shore was signalled by the blowing of a horn. In 1825, the horse-boats made their appearance, and many there were who applied for licenses. The most notable among those who received licenses was John Burtis. It was he who introduced the system of propelling by horse-power. His craft was liberally patronized by the public, and two years later, in 1827, his business became so profitable that he built a steam-boat, which was a sort of compromise between a huge war canoe and a house boat. The power was small and the progress of the craft was slow, but the people in those days were not in such a desperate hurry to get through the world as their posterity, and John Burtis' occupation was a highly remunerative one. His boat was called the "Argo", a name which owes its origin to the famous mythical craft that sailed in search of the Golden Fleece, and she did service for several years, not only as a ferry but also as a lake boat. In 1840 she was leased by Louis Davenport and used by him exclusively as a ferry.

The introduction of the steamboat gradually relegated the horse-power ferry to second rank. In 1834 the "Lady of the Lake" made her appearance, and in 1836 the "United" made her first regular trip. Mrs. Jameson, in her "Winter Tours and Summer Rambles", gives the following description of her experience as a passenger on one of the ferry boats, in June 1837:

"A pretty little steamer, gayly painted, with streamers flying, and shaded by an awning, is continually passing and repassing from shore to shore. I have sometimes sat in this ferry-boat for a couple of hours together, pleased to remain still, and enjoy, without exertion, the cool air, the sparkling, redundant waters, and green islands; - amused meantime by the variety and conversation of the passengers. English emigrants and French Canadians, brisk Americans, dark, sad-looking Indians, folded in their blankets, farmers, storekeepers, speculators in wheat, artisans, trim girls with black eyes and short petticoats, speaking a Norman patois, and bringing baskets of fruit to the Detroit market, and over-dressed, long-waisted damsels of the city, attended by their beaux, going to make merry on the opposite side."

The ferry "Alliance" began running in 1842; she later was named the "Undine". In 1848 "Argo" number 2 began plying as a ferry. In 1852 George B. Russell built the "Ottawa", and in 1856, the "Windsor". At the time the "Mohawk" was also in service as a ferry. In 1856, the steamer "Windsor" having been chartered by the Detroit and Milwaukee Railroad, the "Gem" took her place, and finally, in 1859, the "Essex" was launched by Shadrack and Henry Jenkins. She was used as a ferry between Detroit and Windsor from that date until Hiram Walker leased her, in 1880, for a period of one year.

As stated earlier in this chapter, the service from Detroit, at the start, was from the foot of Walker Street. The trips were irregular, not more than three or four a day. In fact the ferry was intended for Hiram Walker's personal convenience. In 1881 ferrying was established as a commercial business, and the service was made more regular. The entrance, in that year, of the steamer "Ariel" marks an important step in the

improvement of the service, and the ferry was thenceforward more liberally patronized by the public.

The "Ariel" was built by John Oades, shipbuilder of Detroit, whose construction yards were located a short distance west of Joseph Campeau Avenue. She replaced the "Essex", after the expiration of the lease with Shadrack and Henry Jenkins. She was a double-deck wooden boat of a little better than three hundred tons. She did service until 1923, when she was sold.

"For forty years she had plied the waters of the Detroit River, in ferry service. During the early part of her long career she had plied them, on Sundays, in a triangular way, from Detroit to Belle Isle to Walkerville, but in later years she had been kept in service between the two shores exclusively." The "Ariel" occupies an honoured niche in the history of navigation on the Detroit River.

In 1882, Hiram Walker having purchased one hundred feet of water frontage on Joseph Campeau Avenue, the landing was moved to that point. A new dock was constructed there and service began from Joseph Campeau Avenue in the fall of that year. No changes have since been made in the location of the docks on either shore.

The ferry was known as Walker & Sons' Ferry until 1888, the year in which the Walkerville and Detroit Ferry Company was incorporated under the laws of Michigan operative in Canada under a franchise. The Company was capitalized at \$50,000 and the incorporators were Hiram Walker, Edward Chandler Walker, Franklin H. Walker and James Harrington Walker. Hiram Walker and his three sons were also the first officers of the company.

In the same year, 1888, Walkerville was elevated by the Canadian Government, to the dignity of Outport, under the survey of Windsor. The first time that Walkerville is mentioned in the records of the Department of Customs and Excise, is July 25th, 1888, when an Order in Council giving

a complete list of the Ports and Outports then in existence in Canada, was passed. The establishment of the Outport of Walkerville was officially gazetted exactly two months after the incorporation of the Walkerville and Detroit Ferry Company, which was on May 29th, 1888.

The history of the operations of the Walkerville and Detroit Ferry Company from 1888 to 1924 is a long and almost unbroken list of annual losses, the deficits ranging from \$1,816 in 1889 to \$30,320 in 1903, and \$44,356.61 in 1921. In two years only, during that period of thirty-six years, were profits on operations made. These were 1917 and 1920, when profits of \$891.28 and \$12,992.58 respectively were realized.

This seemingly cheerful regularity of annual losses became a source of alarm to the directors of the company in 1911, and it was decided at the annual meeting of February 1912, to increase the service as rapidly as possible, so as to compete more advantageously with Detroit and Windsor Ferry Company. Heretofore the service was a twenty-minute one, and it continued to be so until the "Ariel" was given a companion in August 1913. This companion was the "Essex", built by the Toledo Shipbuilding Company at a cost of \$83,807. With two boats in use the schedules were rearranged and a 15-minute service from 5.30 a.m. to 8 p.m. and a 30-minute service from 8 p.m. to twelve o'clock, inaugurated. In July 1914 the schedules were again rearranged and a ten-minute service, during the "rush hours", was established. The results of this improvement were immediately felt, the number of tickets issued passing from 745,794 in 1912 to 934,264 in 1914, which was a year of financial depression in both Canada and United States.

In 1923, the "Wayne" was placed in service. This passenger ship was built by the Great Lakes Engineering Works at River Rouge, and her cost was \$227,921.02. She replaced the "Ariel", who ended her long career in that year. Throughout 1923 a fifteen-minute service was maintained and

the number of tickets issued rose to 1,764,137. The increase in automobile traffic prevented a change in the schedules, and, in fact, it was with difficulty at times, that the fifteen-minute service could be maintained.

The "Essex" and the "Wayne" were alone in service until 1926, when the "Halcyon" a sister ship of the "Wayne" was added, and extensive improvements in docking facilities on both sides of the river were made. The "Halcyon", like the "Wayne", was built by the Great Lakes Engineering Works at River Rouge, and her cost was \$235,000. With three boats in commission and unequalled facilities for loading and unloading, the company is able to take care of the ever-increasing traffic, and, at the same time, maintain its regular schedules even in the hours when the traffic is the heaviest.

The present officers of the Walkerville and Detroit Ferry Company are Harrington E. Walker, President; Hiram H. Walker, Vice President; Sidney R. Small, Secretary-Treasurer; Robert L. Daniels, Assistant-Treasurer; and Joseph Fitzimmons, Superintendent.

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The Walkerville and Detroit Ferry Company is one of the early institutions established by Hiram Walker. Its present state of prosperity -- the company made profits amounting \$29,552.18 in 1925 -- testifies eloquently to his faculty of vision. This prosperity is also a tribute to the patience, confidence and administrative intelligence of those who succeeded him in the direction and management of the company.

H I R A M W A L K E R

His Life ----- His Work

etc.

by

FRANCIS X CHAUVIN, M.A.

CHAPTER 21

Hiram Walker begins to think of recreation at sixty-six. Acquires l'ile Aux Peches and establishes thereon his summer residence. The yachts "Pastime" and "Lurline". Works of improvement carried on on the island. Canals and sheet-piling; gardens and orchards. History of the island. Held originally by squatters. Purchased by Hiram Walker in 1883. Given to Mrs. Theodore D. Buhl in 1895. Sold in 1915 to Detroit and Windsor Ferry Company. Will it ever become a public park.



Chapter 21

It was not until 1882 that Hiram Walker began to think of recreation. He was then sixty-six years old and his whole life had been crowded with work and ceaseless labours, always striking out into new paths, everlastingly enlarging his sphere of activity, constantly struggling for bigger and greater things, never leaving well enough alone, but, instead, tirelessly striving for something higher.

However his sons were watching over him. Although Hiram Walker was the directing genius of the enterprises, they also were at the helm, fit by inherited talent and special training to manage and govern. They suggested that their father should seek some distraction, some recreation. The suggestion was accepted and acted upon at once.

At the head of the Detroit River there is a beautiful little island that has been known from the early days of colonization as Ile aux Peches, a name given to it by French settlers because of the popularity of the isle as a fishing-ground. No more suitable location for a summer home could have been selected. Situated at a convenient distance from the offices of the firm of Hiram Walker & Sons, it required but a few minutes to and fro in a yacht. But above all the island is constantly touched by refreshing breezes sweeping across Lake St. Clair. It is that particular feature that makes l'Ile aux Peches an ideal spot for a summer residence.

Negotiations for the purchase of the island were at once entered into with Benjamin and Damase Laforet, who claimed ownership of it by right of prior occupation or squatter, but it required almost a year before they were brought to a successful issue. The title of the island was still vested in the Crown, although William Gaspe Hall once had an interest in it; but so far as Benjamin and Damase Laforet were concerned they had neglected to apply for a patent, a neglect which made their claim to ownership a difficult one to

Chapter 21, Page 1 (Immediately following first paragraph)

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Yet he was not thinking of leisure. In harness from the day he had left the paternal fireside at Douglas, Massachusetts, he regarded work as the only means to all ends. Hitherto work had been his only enjoyment. To him leisure was waste, and men cannot hope for achievements if they waste the fleeting time. Of a nervous temperament, energetic beyond conception, his only satisfaction was exertion.

But the mind must sometimes be relieved of tension. Recreation is not idleness; pleasure is healthy. The human body is a piece of machinery. Its efficiency depends on its condition. If it is maintained in perfect condition the output will be greater. But at sixty-six Hiram Walker was not thinking in such terms.

Chapter 21, Page 2

establish. The negotiations were conducted by James Gow, a solicitor from Toronto, Willis E. Walker, Hiram Walker's son, of Detroit and John Davis, of Windsor, who gained legal possession of it by agreement in the month of August 1883, and who transferred the title to Hiram Walker and his three sons, Edward Chandler, Franklin H., and James Harrington in the following November. The consideration was \$7,000.00.

L'Ile aux Peches - which comprises 275 acres, including the water lot—is one of the historical spots of the region. In the annals of history it is mentioned as the place where Pontiac, the famous chief of the Ottawa Indians, "had his summer residence". Whether Pontiac ever had a "summer residence" is very questionable; but that at some season of the year he made the isle his temporary abode is beyond doubt. It is probably there that he poured forth to his conspiring colleagues his torrents of hatred for the British, who had gained possession of what was then known as the Northwest, as a result of the Seven Years' War between France and England; and it is unquestionably from there that he directed his unsuccessful attack on Detroit, in 1765. L'Ile aux Peches, as may be seen, has its own historical importance, but when Hiram Walker visited it with a view to selecting it for his summer home, it is not probable that the century-old Pontiac legend influenced his choice. No vestiges of the Pontiac mansion were ever found.

A person visiting l'Ile aux Peches to-day is struck now only by its natural beauty, but more particularly by the improvements of a permanent character made by Hiram Walker. Many of the temporary improvements have disappeared, such for instance as the beautiful peach orchard of seventeen hundred trees, which were destroyed by frost in 1912, and pulled out in the following year. But he would see the sheet-piling on the east and south sides of the island, the spacious residence completed in 1888, the gardner's house. The seventy-foot greenhouse,

and the wonderful system of canals, sixty-five feet in width and eight feet deep, traversing it is such a way as to insure a constant flow of fresh water from Lake St. Clair. These improvements were made at a cost of upwards of \$100,000 and represent years of careful planning and incessant labour.

The work of dredging alone occupied the best part of five years. It was begun in 1885 by Geo. A. Dupuis, of Detroit, and was not finished until 1890 by Hiram Walker himself, who bought a large dredge from Charles Clark, Samuel S. Babcock and Everett N. Clark, executors of the estate of John P. Clark, to complete the work. Approximately a mile and a half of canals was constructed.

But Ille aux Peches could not be reached without a boat. In fact boating was an important part of the plan of recreation mapped out by the sons for the father. A yacht, moreover, would be useful for cruises either on Lake St. Clair or Lake Erie, and, if large enough, might be used for the entertainment of friends and visiting parties. The "Pastime", which was purchased in 1884, from Eldridge Gerry, of New York, at a cost of \$28,000, served all these purposes. It was built in South Brooklyn for John Aspinwall in 1880, and was sold to Eldridge Gerry in 1882. It was a beautiful steam yacht, 110 feet long and fully rigged with canvas.

The "Pastime" was taken to Walkerville under its own steam, by the St. Lawrence and Great Lakes route. It was placed in service in October 1884, traveling to and from the island, but in 1887, it was found that it could not do all the work alone. Another yacht was then ordered built by the firm of Lane and Gauthier at Sandwich. It was 75 feet long and cost \$35,000. It was named the "Lurline" and was used exclusively between the offices and l'Ille aux Peches, the "Pastime" serving only on the lakes and for entertainment.

The two yachts were kept in service during Hiram Walker's lifetime and for several years afterwards. After Hiram Walker's death in 1899, the "Lurline"

Chapter 21, Page 4 (At beginning of page)

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An incident in connection with the Hiram Walker dredge is worthy of mention here. Hiram Walker was not satisfied with Geo. Dupuis' work, which was both slow and costly. He purchased the dredge and put George Lockerby in charge of it. He then made an agreement with Lockerby whereby the ownership of the dredge would revert to him (Lockerby) if he made its purchase price in profits. Lockerby accepted the proposal, took outside dredging contracts, charged Hiram Walker for whatever work done on l'Ile aux Peches on the same basis as outside contracts, and two years later claimed the dredge as his personal property. Hiram Walker gladly consented, congratulating Lockerby upon his achievement.

became the property of Mrs. Theodore D. Buhl, of Detroit, who sold it to the Canadian Federal Government to be used in coasting operations on Lake Huron by the Department of Fisheries. An unfortunate accident in the Goderich harbor, where it was being taken by Captain James Forest, deprived the Government of the services of that boat. It struck the dilapidated pile works in the port and was put completely out of commission, damaged beyond repair.

The "Pastime" was sold in 1912, to J. A. Pickhards, of Cleveland, and is still in service in the Ohio city.

As for the island it is now the property of the Detroit and Windsor Ferry Company. In 1890, seven years after its purchase, Edward Chandler Walker, Franklin H. Walker and James Harrington Walker released all their interests in the isle to Hiram Walker, who obtained a Crown Patent in 1894. In 1895, when he decided to retire from active participation in the various interests he had organized, and, for so many years, controlled, Hiram Walker executed a deed transferring it to his daughter, Mrs. Theodore D. Buhl.... Mrs. Buhl continued to make Ile Aux Peches her summer residence until 1915, when she sold it to its present owners.

In late years several efforts were made by the Border Cities of Windsor, Walkerville and Ford to acquire l'Ile Aux Peches, in order to make a public park of it. But all the negotiations to that end have so far been unsuccessful, the Detroit and Windsor Ferry Co. refusing to part with a piece of property, which will become extremely valuable, perhaps rivaling, in time, Belle Isle, Detroit's famous park.

What will become of Ile Aux Peches is still sub judice however. The public view its present state of undevelopment with a good deal of regret. The people would welcome the transformation of the isle into a park, and it is not

improbable that some day this hope will be realized, but in the meantime, l'Ile Aux Peches is waste land, only some fifty acres being under cultivation.

For municipal purposes l'Ile Aux Peches belongs to the Township of Sandwich East, having been taken in when that township was organized in 1860, and possession never relinquished.

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November 25th, 1926

Memo for Mr. Hiram H. Walker:

I could not conclude my history of the L.E.E.D.R. in one chapter for the reason that I must also touch that of the Lake Erie Navigation Company, and the "Mettawas Hotel" at Kingsville. Hence my subdivision of the subject into two separate chapters.

F. X. Chauvin.

HIRAM WALKER

His Life ----- His Work

etc.

By Francis X. Chauvin

Chapter 22

Hiram Walker in need of transportation facilities. His vast industrial and agricultural undertakings compel him to build a railroad. The birth of the Lake Erie, Essex and Detroit River Railway Company. Its original directors and officials. Government and Municipal subsidies and bonuses. The line officially opened December, 1888. Expansion - Short reference to William Woollatt, faithful and able executive of the railroad.

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Chapter 22

Transportation is one of the many problems with which Hiram Walker had to deal, and solve, from the inception of his business in 1858. The building of spurs and switches by the Great Western in 1862, had somewhat improved the shipping conveniences hitherto obtaining, but the facilities were still inadequate, and as his enterprises multiplied in the County of Essex the need for better transportation facilities become more urgent. In 1887 the development of his five or six thousand acres of land extending from the Detroit River across the concession to the shores of Lake Erie made the situation, from serious to unbearable. Five years previously, in 1882, the cattle barns, which had, from the outset been stationed on the river front, conveniently adjoining the distillery, had been removed to the Corner of Walker and Tecumseh Roads, a mile and a half back, thus increasing the difficulties which were already the source of so much trouble. But chief among the causes of inconvenience was the hauling of farm products, hay, grains and feed. The Canada Southern Railroad, built in 1873 by the Vanderbilt interests, being situated some 13 miles south and which ran between Fort Erie, opposite Buffalo, and Amherstburg, offered little relief. In 1887, therefore, due consideration being given to these circumstances Hiram Walker decided to build a railway of his own.

When the cattle barns were removed from the river front to the corner of Walker and Tecumseh Roads, after the disastrous fire that nearly swept the Walker industries in 1882, burning besides the cattle buildings, some 300 fattened animals, Hiram Walker built a short railroad from the Detroit River to his new barns and operated it exclusively in conjunction with his cattle business. The road was opened in the summer of 1883. In the same

year trouble arose through the transportation of hay from his marsh lands in Colchester township to the cattle barns, his huge steam tractors having destroyed municipal bridges here and there, much to the inconvenience of the travelling public and to the annoyance of township officials. He therefore planned the extension of the railway to Pelton, on the Canada Southern Railway, and to his hay lands, at Marshfield. Although this, at the time answered his personal needs and requirements, it proved entirely inadequate as time advanced and developments increased. The only point he could establish satisfactory physical connections with the Canada Southern Railway was at McGregor, and the further extension of his line thereto was the final feature that caused him to decide on a more elaborate project, in 1887.

This was at a time when Canada was passing through a hectic phase of railway expansion, an expansion which had been given a formidable impetus by the Dominion subsidy policy of 1882, which provided for a government subsidy of \$3200 per mile on intra-provincial lines. As a result of the legislation the Canadian Federal Government paid no less than \$1,638,000 in subsidies to the various provinces, in 1882 only. Following in those steps the provincial governments and several municipalities also voted bonuses for the construction of railway lines. The expansion that resulted from this generous subsidy and bonus policy may be judged when it is recalled that the railway mileage of Canada increased from 1882 to 1896 by 9,127 miles, that is from 7,260 to 16,387.

In 1886 the railway law was amended and promoters, when petitioning for aid, were required to furnish proof of their ability to complete the railway either by subscription of sufficient capital or by deposit of guaranty fund, which fund was to be released as the work progressed. This amendment to the law was enforced in cases of works of national interest, but the

procedure was seldom invoked in the case of assistance to railroads of local interest. The practice certainly did not make for pure politics and often led to the construction of lines for which there was no economic justification. However the policy, as a general rule, proved a powerful inducement, and many sections of the country owe their development to it.

When Hiram Walker decided to build his railway, the question of government subsidy was not foremost in his mind. The idea had its inception in his desire for the improvement of facilities for his industrial and agricultural undertakings, but many other circumstances caused him to enlarge upon his original plans. Personal investigations promptly made him realize the need of a railway in the southern sections of the County of Essex, and the municipalities through which the proposed line was to pass no less promptly realized the benefit that would accrue to every one of them respectively from the establishment therein of adequate railway facilities. The combination of these features gave the project an alluring outlook from the viewpoint of traffic, both freight and passenger, and removed from the enterprise the aspect of speculation.

As was his habit once he had come to a final decision on any matter, Hiram Walker proceeded at once to put his plans to execution. He at once applied to both the Provincial Government of Ontario and the Dominion Government at Ottawa, for charters incorporating the LAKE ERIE, ESSEX AND DETROIT RIVER RAILWAY COMPANY, which he readily secured, the incorporators being Hiram Walker, William Scott, Dr. John Coventry, M.A. McHugh, Alison L. Hitchcock, and G. J. Leggatt.

The first meeting of the Incorporators of the Lake Erie, Essex

and Detroit River Railway Company was held in the office of the law firm of Patterson & McHugh (Hon. J.C. Patterson, former Minister of Railways, and M.C. McHugh, afterwards Senior Judge of the County of Essex,) on Saturday, July 16, 1887. The principal items of business at that meeting were the appointment of the incorporators as Provisional Directors, and the opening of stock books. Hiram Walker was chosen as President 'pro tem', and G. J. Leggatt, Secretary 'pro tem'. At the same meeting Hiram Walker was authorized "to have plans and a survey of the road made." This was only a formality, because Hiram Walker had already instructed Jos. DeGurse, a prominent civil engineer of Windsor, to set out at topmost speed and lay out the road.

Actual work of construction on the Lake Erie, Essex and Detroit River Railway began August 1, 1887. As the route which this new "iron road" was to follow will be described later in this chapter, we will not devote any space to this phase of the enterprise at this moment.

The second meeting of the Provisional Board of Directors was held August 3, 1887, in Room 2 of the Opera House Block, on Sandwich Street, in Windsor, which had been selected as the company's temporary offices. In the meantime Hiram Walker had deposited to the credit of the Lake Erie, Essex and Detroit River Railway Company, with the Bank of Montreal, at London, Ontario, the sum of twenty thousand (\$20,000) dollars, thus satisfying the conditions of the charters (Federal and Provincial) of the company and providing funds for the initial expenditures. In the meantime also, subscription of stock in the company had been carried on and the total amount of \$200,000 had been taken up, in the following proportions:

Hiram Walker	470 shares	\$47,000
E. Chandler Walker	400 shares	40,000
Franklin H. Walker	400 shares	40,000
J. Harrington Walker	400 shares	40,000
C. Merrill Walker	50 shares	5,000
John Coventry	20 shares	2,000
M.A. McHugh	50 shares	5,000
Thos. Reid	100 shares	10,000
G.J. Leggatt	10 shares	1,000
Willard Parker	100 shares	10,000
	_____	_____
	2000 shares	\$200,000

It was decided, at the same meeting of the Provisional Directors, to call a general meeting of the shareholders for September 8th. Such a meeting was duly held at the company's offices, and the following stockholders were present: Hiram Walker, Dr. John Coventry, Willard Parker (of Detroit), M.A. McHugh, E.C. Walker, Thos. Reid, C. Merrill Walker and G.J. Leggatt. The first item of business was the election of directors, the following being selected: Hiram Walker, E.C. Walker, C.M. Walker, F.H. Walker, Willard Parker, John Coventry, and Thos. Reid. At a subsequent meeting of the directors, held the same day, the following were appointed officers for the current year: President: Hiram Walker; Vice-President; Dr. John Coventry; Secretary; G.J. Leggatt; Treasurer; E. Chandler Walker.

While these preliminaries in the organization of the Lake Erie, Essex and Detroit River Railway Company were going on, the engineer, Jos. DeGurse, was staking the route of the road, and getting everything in readiness to proceed with the laying of the steel in the spring of 1888. Since it had been understood, from the beginning, that the work of construction would be done under the direction of Hiram Walker & Sons, it was decided at a special meeting of the Directors held November 17, 1887, to entrust that firm with the

work. The minutes in this respect read as follows:

"Moved by E. C. Walker seconded by C. M. Walker that the firm of Hiram Walker & Sons be authorized to proceed with the construction of the railway by day work or otherwise as they may deem fit, Carried."

During all of the Fall of 1887, Jos. DeGurse was engaged in his survey work, having with him stakers, linemen and all such other help as attend engineers. During the Fall and Winter also, officials were busy securing the right of way from the various owners on the route, and negotiations were going on with the Minister of Railways and Canals, Honourable J.H. Pope, with a view to obtaining a suitable subsidy for the building of the line. By the Spring of 1888, everything was in readiness. Contracts for grading, for the building of bridges and culverts, for the supply of ties and rails, for the construction of stations, for fencing, etc., had been given. Furthermore, the negotiations with the government in the matter of a subsidy had been most successful, and the municipalities through which the road was to run had answered the appeal for financial assistance in a liberal manner.

When Spring came, 1888, the road was completely mapped out. In the laying out of the route the governing motives had been the securing of running powers, the conditions for traffic arrangements and the facilities for equal mileage rates to all railways connecting with the proposed line. The route -- from Walkerville south to Harrow and then east to within three miles from Kingsville, a distance of twenty-seven miles--having been approved by the Governor in Council at Ottawa, on April 6, when the Government granted a subsidy of \$118,400, approximately \$4385 per mile, the work of construction was started immediately, under the supervision of government engineers. The work

was rushed with such speed that by December 15, 1888, the company was accepting business as far as Ruthven, 34 miles distant from Walkerville, the stations being Walkerville, Pelton, Old Castle, McGregor, New Canaan, Harrow, Arner, Kingsville, and Ruthven. The official opening of the line took place December 26, 1888, under the auspices of the Department of Railways and Canals, which was represented by its chief engineer.

At the time of its opening, the officials of the Lake Erie, Essex and Detroit River Railway were; Hiram Walker, President, E. Chandler Walker, Treasurer and Manager, and C. F. Hansen, Superintendent.

C. F. Hansen only filled the position of Superintendent until February 1889, when his duties were taken over by Mr. William Woollatt although the latter did not officially hold the title of superintendent. William Woollatt came to the Lake Erie, Essex and Detroit River Railway in January 1889, from the Northern, the Northwestern, and the Grand Trunk Railway, with which he had had seventeen years of practical experience. He was only thirty-four years of age at the time, but rose rapidly in the confidence of his employers, and in the service of the company, being in time appointed its general manager. It was under Mr. Woollatt's supervision that the L.E.E. & D.R. was extended to Leamington in the Spring of 1889, the line being opened to that point on May 24, Queen Victoria's birthday. It was also under his direction that the railway was constructed from Leamington to Ridgetown, and thence to St. Thomas. He remained attached to the L.E.E.D.R. in the capacity of General Superintendent and Traffic Manager or General Manager until 1903, when the road was sold to the Pere Marquette. He is now entering upon his 54th year in "railroading", being present Vice-President and General Manager of the Essex Terminal Railway. He is also President of William Woollatt & Sons, coal and Builders Supplies, of Walkerville. Among his proudest recollections is his connection

with the Lake Erie, Essex and Detroit River Railway Company, to whose success he contributed a wide experience, a keen intelligence, and a constructive energy.

(To be continued in the next chapter)

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H I R A M W A L K E R

His Life-----His Work

etc.

by

Francis X. Chauvin, M.A.

Chapter 23

Terminus of the L.E.E. & D.R.RR in 1892 at Leamington. Extension of the line to Ridgetown in that year. Cost of the Road to Leamington. A synopsis of the earnings of the railroad up to 1892. Deficiencies every year. Extension necessary to capture through traffic. Municipalities join in the demand that the railroad be extended. Acquisition of the Erie & Huron and raw leasing of the London & Port Stanley. Rapid progress. Pere Marquette acquires L.E. & D.R.RR in 1903. Subsidiary companies. The Mettawas Hotel and the Lake Erie Navigation Company. Both act as feeders to the railroad. Policies inaugurated by L.E. & D.R.RR. now in general practice throughout the world. Results of the building of the L.E. & D.R.RR.

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Chapter 23

Leamington was the terminus of the Lake Erie, Essex and Detroit River Railway until 1892, when the line was extended to Ridgetown, a distance of forty-six miles.

The cost of building the railway from Walkerville to Leamington including six miles of sidings and the necessary equipment, was \$690,689.18. This was provided for in the following manner:

Government subsidy:	\$118,400
Municipal Bonuses:	52,289.18
Stock	20,000
Mortgage Bonds	500,000
	<hr/>
	\$690,689.18
	<hr/>

The bonds were taken by Hiram Walker & Sons, who had borne all the cost of construction and equipping, and who accepted them in full satisfaction of the company's liability to them.

From the very first year of operation the earnings of the L.E.E. & D.R.RR were sufficient to meet all the working expenses. In 1889 the net earnings were \$24,281.62, and in 1890 they amounted to \$18,166.55. But this was not sufficient to meet the interest on the bonds, which amounted to \$30,000 a year. In 1891 the sum of \$25,902.75, the net earnings for the year, was entered in the Profit and Loss account, but this again was short of meeting the interest on the bonded debt.

There was an obvious reason for these yearly deficiencies. It became evident to the directors of the company that each succeeding year would be a repetition of the previous one until the road could secure its share of the through traffic to the east. As it was the eastbound traffic from

Leamington and West had to be diverted, and this was a disadvantage which only a further extension of the line could overcome.

Furthermore such a condition did not meet the full requirements of the municipalities, with the single exception of Leamington itself, where some of the traffic could be handled by the Leamington and St. Clair Railway, a short line of sixteen miles running from Leamington to Comber. This road which was built by a group of lumber interests under the management of Lewis Wigle, was a local line chiefly devoted to the lumber trade, which was then an important industry in the townships of Tilbury West and Mersea, but it also handled a reasonable amount of other freight, delivering it to the Canada Southern Railway (now the Michigan Central Railway) at Comber, and carried by that road to eastern points. Hiram Walker and his associates in the L.E.E. & D.R.RR. were stirred by this situation and decided to meet it with a policy of extension.

At about the same time that Hiram Walker and his officials were battling with this problem of through traffic, the municipalities to the east of Leamington, in the counties of Kent and Elgin began to clamour for competition in their own sections. Petitions praying for the extension of the road began to pour into the offices of Hiram Walker & Sons as early as 1890, and continued to be sent in until final assurance were given that the line would be built to Ridgetown if satisfactory aid were offered. Some townships responded with enthusiasm, others with indifference, but in the winter of 1891-92, arrangements having been made for a government subsidy and bonuses to the amount of \$27,500 having been voted by the municipalities, it was decided to build as far as Ridgetown in that year.

Construction started in the June of 1892 and pushed with all the vigour possible, and the following 24th day of December the first train passed over the new road.

At the time it was decided to continue the L.E.E.D.R.RR to Ridgetown, the question arose as to which of the two companies, the Dominion or the Provincial, should enter into a contract with the government. The position was anomalous. The extension was to be built by the Provincial Company, but in the petition for a government subsidy there was included eleven miles which had been built by the Dominion Company and which were being operated by it. The only feasible solution to the matter was the amalgamation of the two companies, which was done in January 1893, the name of the company being changed to the Lake Erie and Detroit River Railway Company. Hiram Walker was confirmed in the office of President and Dr. S. A. King, of Kingsville, who had purchased Willard Parker's stock, became first Vice-President. A new charter was issued by the government and thereafter there was only one company operating under Dominion authority.

Thenceforward the progress of the company was rapid. In 1894 the London and Port Stanley Railroad was leased for a period of twenty years at an annual rental of \$12,500 including interest on bridges, and in 1898, the Erie and Huron Railroad was purchased for the price of \$640,000. On July, 1901 the extension to St. Thomas was opened for traffic, and connections having been completed with other railroads, the L.E. & D.R.RR passed from the position of a small independent road to that of a large corporation, of both national and international importance.

When the L.E. & D.R. railroad was sold to the Pere Marquette in 1902 - the Pere Marquette did not take it over until January 1, 1903--its total mileage, including main lines, sidings and the leased London and Port Stanley RR (28.75 miles) was 285.58 miles. Through its ferry system across Lake Erie, from Rondeau and Port Stanley to Cleveland and Conneault Harbour, it had access to the great coal fields of Pennsylvania and the large manufacturing centres of

Ohio. Its line to Sarnia guaranteed it a large share of the lumber and iron business from the north, as well as all the traffic resulting from the development of the sugar and beet industries at Wallaceburg. It could compete favourably with any line in respect of through rail traffic to Toronto, Montreal and the east, and in the matter of equipment and motive power its facilities were of the best.

On July 1, 1901, when regular freight and passenger service was inaugurated on the line from Ridgetown to St. Thomas, the L.E. & D.R.R.R. represented a capital investment of \$4,068,719.88, an amount in which the government and the municipalities had come in for bonuses of \$879,020.18. Although this investment included the slip docks at Rondeau, Port Stanley and Sarnia, it did not comprise the steamer "International", a ferry costing \$33,636.80, nor did it take in investments of \$50,000 in the steamers "Imperial" and "Urania", which belonged to the Lake Erie Navigation Company, Limited, a subsidiary to the Lake Erie and Detroit River Railway Company. The earnings of the road had increased from an average of \$1,466.66 per mile in 1893 to \$2,869.13 in 1901. The gross receipts in 1901 were \$550,872.31, or \$190,504.31 net over the operating expenses. This was sufficient to meet the fixed charges on bonds of \$1,640,000, pay the yearly rental of the London & Port Stanley Railroad, wipe off a loss of \$20,616.68 for the year in operating the steamer "Shenanago", on Lake Erie, and leave a net profit of \$74,188.02 applicable for dividends.

It is thus plainly seen that the L.E. & D.R.R.R. more than fulfilled the prediction made for it by Hiram Walker, when he first conceived the project in 1883. Undertaken at a time when the fight for the through traffic of the west was the keenest and routes for international trade were being planned and schemed, it required courage to promote the enterprise. Only a man like Hiram Walker, a man of power and means, could have undertaken it.

From an economic viewpoint the road was justified. The only railroad service in the southern portions of the counties of Essex, Kent and Elgin was through short feeders, such as the Leamington and Lake St. Clair, from Leamington to Comber, the Erie and Huron, from Blenheim to Sarnia, and the London and Port Stanley, 24 miles long. These roads were primarily intended for the benefit of private interests. Of the three only the London & Port Stanley, which was built from 1854 to 1856, mainly by the City of London, justified its construction, although it failed to realize its expectations of becoming the main artery of trade between Canada and the States across Lake Erie. They could have been justly called, in the words of Thomas C. Keefer, a great Canadian engineer, portage roads, as were called nearly all railroads prior to the days when railways began to compete with water transport instead of merely supplementing it. However, under the vigorous management of Hiram Walker & Sons, who had the necessary financial backing, both the Erie & Huron and the London & Port Stanley became profitable roads. New life was injected into them and they ultimately served their purpose.

The principal intention, in Hiram Walker's mind, in constructing the Lake Erie & Detroit River railway, was to develop the country through which it was to run. The achievement in this respect more than surpassed the wildest expectations. The road gave a formidable impetus to farming. The forests were cleared and the land made to yield its riches in grains and market products. It reduced freight rates and facilitated intercourse; it raised lands values and fostered the establishment of such industries as the beet and sugar industries which are now contributing so materially to the agricultural and manufacturing wealth of the Province of Ontario. When it is known that so many railroads in Canada have been built on hindsight, it is a credit to be able to include in the list of those that have been

constructed on foresight, the Lake Erie and Detroit River Railway.

The railroad was sold in the Fall of 1902 to the Pere Marquette for the consideration of \$3,910,000. The Pere Marquette assumed all the bonded debt of the L.E. & D.R.RR, amounting to \$1,640,000, and gave bonds on its own system for the balance.

Intimately associated with the history of the Lake Erie and Detroit River Railroad is that of the Mettawas Summer Resort Company. This company was organized in 1891, and incorporated with Letters Patent in the same year, the authorized capital being \$250,000. The shareholders in the Company were E. Chandler Walker, J. Harrington Walker, Franklin H. Walker, Sidney A. King and William Aikman, Jr. The object of the company was to build and operate, in conjunction with the railway and the Lake Erie Navigation Company, a large hotel, to be conducted after the practices obtaining in European and American Summer Resorts. For this purpose the company acquired through Hiram Walker some eighty-four acres of land at Kingsville, and proceeded in 1892, to erect one of the largest and most up-to-date hotels west of Montreal. The Mettawas was a popular hotel for several years, and as a feeder for the L.E. & D.R.RR, as well as for the Lake Erie Navigation Company, it proved to be a profitable appendage. But the cost of operating such a vast hotel, when added to the fixed mortgage charges, became too large for its earning power, and, in 1895, the Resort was leased to John F. Antisdel & Company, of Detroit. Under the new management, the yearly losses increased with the inevitable result that in 1901, the accumulated deficiencies amounted to upwards of \$100,000. This liability was to E. Chandler Walker and James Harrington Walker, who had, from time to time, made personal advances to the Mettawas Company, and who had paid out a mortgage of \$50,000. This amount of \$100,000 far exceeded the value of the land and the buildings, and at a special meeting of the shareholders, held

January 25, 1901, it was decided by unanimous vote, to "cease to do business, and that their property and assets be conveyed and transferred to Mr. J. Harrington Walker, subject to the payment of the said liabilities, other than Capital Stock, and that the President and Secretary do execute such conveyances thereof as may be necessary to vest absolutely and irrevocably in the said J. Harrington Walker, or his nominees, all the right, title, and interest of the company in the said property and assets".

In the same year the main part of the Hotel Mettawas was torn down and sold, the property being subsequently disposed of in parcels.

In concluding these two chapters on the Lake Erie and Detroit River Railway, it will be of interest to make a general remark. A feature of the Walker enterprise in building the Lake Erie and Detroit River Railroad was the policy of controlling allied and subsidiary activities, thus gaining a well-rounded independence. By establishing steamship lines the Walkers girdled all the Western Ontario Peninsula, thereby acquiring a strong foothold in the excursion and pleasure-seeking traffic, not to mention the immigration traffic. The building of a Hotel at Kingsville was in line with the general traffic policy of the Railroad Company. Hotels and Steamships are now an important appendage of railroads.

H I R A M W A L K E R

His Life - - - - - - - - - - - - - - - - His Work

etc.

by

Francis X. Chauvin, M.A.

Chapter 24

Hiram Walker's faith in Canada. He holds that the future of Canada will remain in farming for more than half a century. Acting upon his faith he buys extensive tracts of lands in various parts of the country. His methods of developing farms. Application of modern and scientific methods. His farms are model farms. His expectations from the oil fields of Bothwell, where he purchased 1200 acres. Investigations lead to the formation of the Ontario Oil and Gas Company. His failure in the culture of cranberries. Ambition satisfied and hopes realized. The list of his land properties.

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In chapter 19 of this work we presented a short enumeration of the parcels of land owned by Hiram Walker in the City of Detroit in 1878. It will now be of interest to compile a list of -- and describe them as accurately as possible -- of the landed properties which were recorded, in the Registry Office at Sandwich, Ontario, in Hiram Walker's name, in 1893.

An old resident of the County of Essex, Mr. David Lappan, who knew Hiram Walker well, told the writer of this biography that the only time "Hiram Walker carried any money about him was when he wanted to take options on lands." It is not necessary to investigate the truth of this statement, but the following pages may help to place its origin.

Hiram Walker was not a citizen of Canada. Yet few more than he fully and - accurately measured the possibilities of Canada. Although primarily an industrialist, he realized that the plow would do more for the conquest of the country than the trowel or other like symbol of industry. His judgment showed him that the main devotion of the Canadian citizen would not be industry and commerce for a long time to come, that Canada would remain for half a century or more, one of the granaries of the world, and that the farmer or the farm-labourer would not soon cease to be her most typical figures in the eyes of the nations.

Hiram Walker had an implicit faith in Canada. He gave evidence of that faith, in 1858, when he left his adopted City of Detroit to establish his industries in Canada. Canada was then in a period of striving, but Hiram Walker had no fear as to the accounting. In his estimation Canada had ample wealth to employ and amply to reward honest toil. Was it possible that in a country with a superabundance of raw material and undeveloped and unexploited natural resources; with unequalled facilities of transportation, and peopled by thrifty, industrious and law-abiding citizens, success could not be achieved, and eminence, in almost any line of endeavour, could not be sought and attained?

That was his appreciation of Canada in 1858, and his subsequent success in the commercial and industrial arena verified his contention.

But Hiram Walker's activities were not limited to the manufacturing industry. As stated before, in his opinion, Canada's most splendid immediate hope lay in farming. If agriculture could be developed even to a fraction of the possibilities that it afforded, the country's numerous other potentialities would not long remain latent. Hence he became, in later years, one of the largest single land owners of Canada, and also one of her most enterprising agriculturists.

Hiram Walker's farming activities began with his coming in Canada. He began by feeding cattle, having as many as three thousand in his barns; but this was a natural appendage to his distillery, and the enterprise barely foreshadowed his later pursuits. From feeding cattle he passed on to raising cattle, to grain and corn raising on a large scale, to the culture of hops and tobacco, to growing pure seed, and finally to an attempt at growing cranberries in the marshlands of Colchester and Gosfield Townships. In all of these enterprises he was the advance guard of progress, his farms being regarded as virtually model farms, inviting emulation and suggesting improvements in methods. Scientific experiments and extensive innovations; no considerations of expenditure and time hindered him. He brought steam tractors and special cable plows from England and put them in his broad fields; he sought soil and culture experts in United States and Great Britain and placed his reliance upon them; he encouraged the development of the livestock industry by keeping none but the highest grades; he advocated mixed farming as a guard against shifting markets; preached scientific crop rotations as a means of conserving the quality of the soil, and lastly, his beginnings in the milk and cream business - the forerunner of the present great Walker dairy -- gave importance to the dairy industry.

That Hiram Walker was successful in his farming enterprises cannot be affirmed, at least if success is to be reckoned in terms of cash. His losses,

in fact, were sometimes colossal. But he was eminently successful in blazing the way for progressive fellows. Particularly was he successful in bringing to the attention of ambitious farmers and courageous business men the possibilities of the Essex Peninsula as regards the culture of tobacco and market produce. He was the first to make of tobacco-growing a commercial enterprise, and much of the present development in Western Ontario, of gardening can be traced to his soil experiments and climate observations. Similarly a good deal of the glory that redounds to Essex and Kent as agricultural districts is attributable to his initiative and thirst for advancement in all things.

Hiram Walker's farm land holdings in Canada, in 1893, as will be seen by the list of parcels hereunder, consisted of 8511 acres. This does not include lots on Bruce Avenue in Windsor, nor several lots in the Towns of Amherstburg, Kingsville and Walkerville. Little attention need be paid to his town property, because, to use a common and very colloquial expression, they were only a "drop in the bucket". What must be more particularly emphasized is his possession of an immense bulk of farm lands. No greater evidence can be supplied of his confidence in the future of Canada, and especially of the section in which he was directly interested, that his gradual and systematic acquisition of agricultural lands. On one occasion, when an inventory was being taken, his son, Franklin H. ventured to tell him that he was losing money every day with his farms. "I don't doubt it", replied Hiram Walker. "I don't expect to make any money with these farms, but a day will soon come when they will have, not only intrinsic, but also real estate value. In the meantime, we had better keep on buying and developing them". In this respect also, Hiram Walker was building for the future, for eternity; he was always looking ahead.

Among the properties mentioned in the list herein is a tract of 1200 acres in Bothwell, in the County of Kent. This land was acquired in the hope of assisting, at some future time, in developing the non-metallic wealth of the country. Ontario is coalless, but it finds its recompense in the presence of

petroleum fields. As early as 1862 oil had been found in Lambton County, and, before Petrolia became the centre of Ontario oil developments, Bothwell was one of the best oil-producing districts of the province. Hiram Walker was not blind to the industrial potentialities of non-metallic minerals and he acquired extensive holdings in the Bothwell petroleum area. Furthermore he had knowledge of salt deposits in the vicinity, and this also induced him to test the opportunities of the salt industry. We shall later see how these tests led to the formation of a large industrial concern. The Ontario Oil and Gas Company. In the meantime we shall satisfy ourselves with the mention of the fact that Hiram Walker, although absorbed with the imperative tasks of farming, had his thumb on other pulses. His phenomenal success was due to his faculty of seeing opportunities and to his preparedness in grasping them.

This being only a short recital of Hiram Walker's activities, we must refrain from elaborating on his farming enterprises. His endeavour, however, in the culture of cranberries, might deserve special mention. This is one undertaking in which his most determined efforts only led to failure. He invested upwards of \$100,000 in an attempt to transform waste lands and hay marshes into fruit producing fields. But all came to nil, both the soil and the climate resisting every human device to subdue them. Several years of unsuccessful efforts resulted in the final abandonment of the enterprise. Where cranberries refused to grow, onions might have yielded profitable crops, but no experiment along that line was ever tried out. The "Cranberry Farm", as it was called, was later sold to Wm. McGregor and John Curry, who disposed of it in small parcels. Hiram Walker's experience has no doubt for ever barred the culture of cranberries from the realm of Essex farmer's ambition.

Summarizing. Hiram Walker's interest in farming was both experimental and speculative. His ambition was to increase the farmer's skill and knowledge of his craft. In this he undoubtedly succeeded. His hope was that some day the lands he owned would rise in value, and in this also his ambition was fully satisfied. The industrial growth of the Canadian Cities bordering on the Detroit River have enhanced land values, and, to-day the Walker's holdings of 1893, about those cities, represent future value of probably millions.

$\frac{N}{2}$ Lot 8	Concession 5	Colchester South	100 acres
Lot 9	" 5	" "	200 "
Lot 10	" 5	" "	200 "
Lot 11	" 5	" "	200 "
Lot 11	" 6	" "	200 "
Lot 7	" 6	" "	200 "
Lot 9	" 6	" "	200 "
Lot 8	" 6	" "	200 "
Lot 10	" 6	" "	200 "
Pt. Lots 2,3,4,5,6,7,8,9, 10,11,12 & 13	} Town of Bothwell) } Twp of Zone)		1200 $\frac{1}{2}$ acres
Part Lots 79 & 80	Now City of Windsor		20 $\frac{1}{2}$ "
Part Lot 2	Concession 11	Colchester North	200 "
" " 2	" 11	" "	200 "
" " 2	" 12	" "	200 "
" " 4	" 13	" "	200 "
$\frac{W}{2}$ of S $\frac{1}{2}$ Lot 5	" 13	" "	50 "
Part Lot 3	" 12	" "	200 "
" " 4	" 12	" "	200 "
" " 94	" 1	Sandwich East	54 "
" " 95	" 1	" "	166 3/4 acres
" " 96	" 1	" "	160 1/2 "
" " 97	" 1	" "	18 1/3 "
" " 100	" 1	" "	117 1/2 "
" " 101	" 1	" "	50 "
" " 92	Concession 2	" "	67 1/2 "
" " 93	" 2	" "	102 1/2 "
" " 94	" 2	" "	<u>334</u> <u>5,341 11/12</u> acres

Lot	Concession	Township	No. of Acres
Pt 95	2	Sandwich East	5,241 11/12 100 3/4
" 96-97	2	" "	214
" 102	2	" "	81
" 103	2	" "	75
" 93	3	" "	104
" 99	3	" "	80 1/2
" 100	3	" "	101 1/2
E " 97	3	" "	113 1/2
" 98	3	" "	95 1/2
" 101	3	" "	112
" 102	3	" "	120
" 103	3	" "	150 1/2
" 104	3	" "	82 1/2
" 15-16	6	" "	5 3/4
S " 94	3	" "	109
W " 94	3	" "	52 1/4
E " 92	3	" "	68 3/4
" 97-98	2	" "	17 1/2
" 98-99	2	" "	77
" 1	2	Mersea	54
" 2-3	13 }	Colchester South	785
" 2-3	14 }		
" 5	12 }		
" 105-6	3	Sandwich East	29 1/2
" 4	1	Gosfield South	127
SW " 95	3	Sandwich East	20
" 107-8	3	" "	115 1/2
" 105-6-7	3	" "	60
			8,192 11/12

H I R A M W A L K E R

His Life-----His Work

etc.

by

Francis X. Chauvin, M.A.

Chapter 25

Period between 1879 and 1896 one of transition and readjustment in Canada. Conditions in agriculture and manufacturing briefly described. The Globe Furniture Company founded by Hiram Walker in 1889. Nineteen years of manufacturing history in Walkerville. Sold to the E. M. F. Company in 1910. Two years of successful operations in Canada. Friction between E. M. F. and Studebaker Corporation bring about sale of the former to the latter. No vestiges of the Globe are left.



Chapter 25

Writers on Canadian economics generally refer to the period between 1879 and 1896 as one of transition and readjustment. If complete stock of the situation were taken this would undoubtedly be found correct. It was unquestionably true of agriculture, the production in which overwhelmingly outran consumption during those seventeen years. It was during that period that tens of millions of acres were made to grow grain in United States, Australia, Chile, Argentine, Russia and India, and that as much pasturing land was made the grazing grounds for countless herds and flocks, in the same countries. This abundance was poured quickly and cheaply on the common markets of the world by the improved railroad and steamship facilities, and this expansion of food and raw materials, coinciding as it did with the demonetization of silver and the failure of the gold supply to increase in proportion, brought a fall in prices which disturbed agriculture the world over. According to Sauerbeck's standard index numbers the general level of wheat prices fell from 111 in 1873 to 61 in 1896, the lowest average in one hundred years.

For the ordinary farmer these were days of trial that brought hardships and sometimes hopelessness. Only the more enterprising farmer, the one who could adapt himself to new conditions and force down the cost of production, weathered the storm. What finally changed the situation and brought relief was the development of specialized farming industries. With state aid and the example of such men as Hiram Walker, farming was converted from a hap-hazard rule of thumb trade into a scientific profession, and the depression of the years mentioned has had no recurrence since.

Manufacturing shared little better than agriculture during that period, which witnessed the disappearance of small neighbourhood establishments—the grist-mill, or the woollen-mill, or the carriage works, all serving local needs—which found themselves unable to compete against new rivals working on a large

scale and aided by the ever more complex mechanism of marketing, advertising, shipping and credit facilities. When the National Policy was adopted there was a notable revival of manufacturing activity, but in 1883, following closely upon the fall of wheat prices, a factor that decreased the purchasing power of consumers, there came a collapse. Of the industries that thrived, despite the general depression in rural Canada, were saw-mills and planing mills, and although the vanishing hardwood forests of Canada made the manufacture of wooden products almost entirely dependent on foreign woods, furniture factories in Western Ontario grew both in number and output. One of these was the Globe Furniture Company, Limited, founded in 1889 by Hiram Walker, and incorporated by Letters Patent, under the Ontario Companies Act, in 1890.

The Globe Furniture Company was capitalized at \$50,000, divided into five hundred shares of \$100 each. The original shareholders were Hiram Walker, E. Chandler Walker, Franklin H. Walker, J. Harrington Walker, F. R. Beal, of Northville, Mich., L. A. Babbitt, of Northville, Mich., B. P. & W. H. Davenport and J. W. Hull, of Saline, Mich., W. S. Hull, W. G. Lapham, of Windsor, N. B. Perkins, of Ypsilanti, Mich., Alex C. and Brainard Rorison, of Ypsilanti, and the Globe Furniture Company, of Northville, Mich. Of the stock authorized \$20,000 was subscribed by Hiram Walker and his three sons, in four equal amounts of \$5000.00, and Hiram Walker, having, in 1891, taken over fifty shares each from J. W. Hull and W. G. Lapham, 60% of the stock passed into their hands. The first president of the company was N. B. Perkins, F. R. Beal the first vice-president, J. W. Hull the first secretary and Franklin H. Walker, the first treasurer. In 1891, Franklin H. Walker was elected president and held that office until the dissolution of the company in 1910. J. W. Hull filled the office of secretary until 1909, when ill-health compelled him to retire, Mr. C. B. Wortley succeeding him in that position.

The Globe Furniture Company established a factory on Farm Lot No. 37, Concession I, in the Township of Sandwich East, Hiram Walker & Sons having pur-

chased from Luc Montreuil, a site comprising four acres for that purpose. The location is now within the limits of the Town of Walkerville, and the buildings as well as the site itself, are now owned and occupied by the Studebaker Corporation of Canada, Limited.

The first wheel of this new industry in the about-to-be incorporated Town of Walkerville began to turn in the Spring of 1890. Under its charter the company had powers to manufacture any article made of wood. It, however, specialized in church furniture, hall and school seating, office furniture, home fittings and show cases. Nearly all the most expensive furniture in the offices of Hiram Walker & Sons, at Walkerville, is the product of the Globe Furniture Company. The rich and artistic equipment in the Walker Board Room remains as an undying testimony to the quality of the work done by that company.

For nineteen years "Globe" products held sway in the Dominion of Canada. Their competition even invaded fields beyond the seven seas and in some churches of South Africa Christians pray, to-day, before altars designed and manufactured by Globe craftsmen.

Under characteristic Walker business intuition and driving optimism, the Globe Furniture Company pushed forward from the start, endeavouring to avoid pitfalls and always seeking opportunities. The first year of operations showed a surplus. In 1892, there was a loss of \$143, but this was compensated by the net profits of the next three succeeding years, and in 1895, the company paid a stock dividend totalling \$3,500.00. In 1897 a dividend of 5% in cash was declared, but two successive bad years, 1898 and 1899, wiped off the accumulated surplus and left a deficit of \$2,875. 1900 saw the tide turn again and a profit of \$1290 was realized. This was increased in 1901, to \$2408.

The Globe Furniture Company was then in its eleventh year. Time for stock-taking had arrived. Characteristic again of Walker inherited and cultivated prudence, a survey of the whole situation was ordered made by the president, Franklin H. Walker. The official entrusted with this task was the late Edward

Radford. It was found that although the company had declared surpluses in seven of its eleven years of operation, a goodly portion of its assets was made up of an increase in the inventory value of its property and buildings. The only effective remedy applied was the inauguration of a more aggressive policy in "getting business", a good deal of attention being given, at the same time, to questions of patterns and designs of furniture.

Aggressiveness in the field coupled with an enhanced reputation for high quality of work brought a revival of business in 1902, 1903 and 1904, and surpluses aggregating \$11,912 were realized during those three years. It thus became evident that the troubles--if troubles there were--lay within, not without. The result of the deliberations over the matter was an expenditure of \$54,853 in new buildings, new machinery and new equipment in 1905. \$50,000 of this capital expenditure was borne by Walker Sons, who were given by way of compensation, \$50,000 of Preference Stock in the company. The outcome was as satisfactory as the reaction was prompt. 1906 and 1907 showed only fair results, with aggregate profits of \$9,495, but 1908 was a banner year, with gross profits of \$45,881 on manufacturing account, and net profit of \$22,783. In 1909 there having been credits assigned of \$7000 to Preference Stock and of \$7754.23 to Common Stock, there was a net book-keeping loss of \$4378.

It was in the Fall of that year that the Globe Furniture Company received an offer of purchase from the E.M.F. (Everett, Metzger and Flanders) Company, manufacturers of automobiles with factory and headquarters in Detroit. The offer involved the sale of the Globe Furniture Company plant and lands for \$100,000, to be paid by an issue of stock, in a like amount, in the EMF Company of Canada, Limited. The transaction was consummated in the following December, and a new company was incorporated with a capital of \$400,000, all the shareholders of the Globe Furniture Company being made shareholders in the E.M.F. Company.

This marked the disappearance of the Globe Furniture Company, after nine-

teen years in a field where competition was keen, and in which it had set a high standard for quality of workmanship. Its property passed into the hands of the E.M.F. Company and its affairs were wound up by Walker Sons, who were appointed Trustees by virtue of an Indenture of Assignment. The company was amalgamated with the Waterloo School & Office Furniture Company, Limited, one of the conditions of the amalgamation being that the Waterloo School & Office Furniture Company were to pay to the Globe Furniture Company the sum of \$10,000 in five equal payments, the first to begin in 1911. The amalgamated company became known as the Globe Furniture Company, Limited, and it is still in existence at Waterloo, Ontario. The name of the original company was thus perpetuated in the consolidated concern, the directors of which regarded the good will of the Globe Company their most prized asset.

The buildings of the Globe Furniture Company were transformed into an automobile manufacturing plant, and a new industrial era opened for the Town of Walkerville. The officers of the E.M.F. Company of Canada, Limited, were W. E. Flanders, President and General Manager, Franklin H. Walker, Vice-President, R. M. Brownson, Secretary, and C. L. Palms, Treasurer.

The E.M.F. Company was a successful concern from the start. During the year 1910 a net profit of \$75,830.83 was realized. In 1911 a dividend of 15%, on \$60,000, was paid and a profit of \$130,832.05 was shown.

But its life was as short as it was active. What the future of the company would have been in Canada is difficult to conjecture, but, in 1912, a combination of circumstances in United States, chief among which was the question of distribution of cars, disturbed a promising outlook and changed the entire perspective. The Studebaker Corporation had been acting as distributing agents for the E.M.F. Company of America in United States since the inception of the company. In the winter of 1911-12 friction arose between the E.M.F. and the Studebaker Corporation in respect of terms and modes of distribution with the result that the former found itself with an unduly large amount of automobiles on hand and

no ready outlet. The E.M.F. Company sought redress in the courts on grounds of a breach of contract, but despite repeated victories there, the final outcome was the purchase of the E.M.F. by the Studebaker Corporation, of South Bend, Indiana. The sale of the American E.M.F. made the sale of the E.M.F. Company of Canada also imperative, so that after two years of successful operations in Canada, the successor of the Globe Furniture Company, founded in 1889 by Hiram Walker, passed, in its turn, into the realm of history. The plant and site is now owned by the Studebaker Corporation of Canada, Limited, no vestiges remaining to recall the "Globe" years, and few to bring the E.M.F. days to memory.

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H I R A M W A L K E R

His Life

His Work

by

Francis X. Chauvin, M.A.

Chapter 26

Incorporation of Walkerville in 1890. A dastardly attack upon Hiram Walker and upon the manhood of Walkerville's citizens appears in the Detroit Journal. Reproduction of the article in toto. Walkerville in 1890. List of the industries in the new town. A short history of some of the industries mentioned. What Hiram Walker had done for Walkerville. People satisfied with their lot. Vindication of Hiram Walker's work in the light of history.

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Chapter 26

In 1890, when Walkerville was incorporated into a town, there appeared in the Detroit Journal, now defunct, an article which produced quite a sensation at the time. The article was looked upon by every resident of the village of Walkerville as a gross misrepresentation of facts and a gratuitous insult to the founder of the town, Hiram Walker. A public meeting was called for the purpose of voicing a protest against the publication of such an uncalled-for commentary, and altogether much noise was heard in official and non-official circles. So far as Hiram Walker was personally concerned the article did not impair his natural stoicism, nor did it stir him from his habitual phlegm.. Here is the curio:

NEITHER TOWN OR (sic) CITY

The queerest place in all Christendom.

How Walkerville people have lived and died without a Vote or Voice -
It has No Equal Anywhere - Queer features of our Neighboring
Village

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(From the Detroit Journal, Saturday, May 10th, 1890)

To-day Walkerville, just over the river in Canada, is the queerest, quaintest place in all Christendom. Day after to-morrow it will lose its novelty and drift into the rut occupied by little towns. To-day it has neither the concomitants of town nor city, is without government, officials and taxpayers. Monday it will have all three. For years the inhabitants of this village have been satisfied to live and die without the suffrages usually exercised by free-born people; have had absolutely no say in how they should be governed, and have lived under the sway of one man, whose dictation was as absolute as that of the czar of all the Russias. This sway was generally moderate, it is true, but few among the people who lived there had the temerity to exercise any desire to cross the wish of the owner of the land and buildings.

Thirty-two years ago Hiram Walker, then a young man, bought the Labadie farm, extending from the river front three miles back into the country. Later he acquired another farm by purchase and then owned all the land from the river to the back concession, three miles away. On the west was the then small Town of Windsor, while the wilds of Sandwich East bounded it on the south and east (sic). Thus surrounded and free from molestation, he started a small whiskey distillery. He made good whiskey and his fame was bruited abroad. In five years he found it necessary to enlarge the works, and then the village began to assume size. To carry on this work and to enlarge the works he found it needful to get skilled mechanics. He preferred married men and to

every workman he hired he offered to rent a house at reasonable price. Only on this condition would he hire anybody. He would neither sell the land nor the cottages, but would rent them. Still the industry grew and thrived and then Walker made the coup de main of his life.

In company with a Toronto manufacturer he had a law passed through the Ontario Legislature (sic) that all whiskey made must be kept in bond two years before it could be sold. This froze out the small dealers and practically prevented others from starting. It also made it necessary to erect storehouses to keep the fiery liquid in, and these he had built from time to time, until now he has no less than five great brick buildings fully 200 feet long by 150 feet wide and four stories in height. The increase of industry still added to the growth of the village, and he built more houses for his laborers, still refusing to sell any land for any purpose.

No one lived in Walkerville that Hiram Walker did not like. It was the easiest matter in the world to refuse to rent a cottage to an objectionable person and to refuse him employment. In this way Mr. Walker kept the village to himself. As the village grew and expanded on all sides, he found it necessary to get an outlet, and built a street railway running to Windsor, two miles away; and this with a ferry to Detroit was the only way to enter or leave the place. The Grand Trunk Railroad went through the centre of the village, but Walker did not want to be bothered with a depot, and so the road had none. As the houses increased in number he found it necessary to have some protection against fire. He then organized some of his employees into a bucket brigade, but finding this insufficient, he equipped the inhabited part of his possession with a water supply system, and even ran the pipes to his immense farms three miles back in the country. No one in the village had anything to say about what system should be used or where the pipes should be laid, and no one was asked to pay for it in the way of taxes or any other way.

Mr. Walker next bethought himself that a police force would add eclat and safety to the village, and he picked out two of his trusted employees for policemen and created one of them chief. He also equipped them with full uniforms as fine as that worn by the members of the best metropolitan police force. Every month the force was inspected, and it is said to be the sight of a lifetime to see that police force march down to the main office with the chief proudly leading the way, and there form themselves into a hollow square for inspection. The chief's position was no sinecure, and he had to take turns patrolling the town with the rest of the force, but he could choose his own time for doing it.

About this time Mr. Walker was struck with the idea that he ought to have a system of keeping tabs on the police force, and he had erected about town call boxes, and the force had to ring in a call every hour, or explain their lapse of duty next morning when the detector was opened. The inhabitants could not grumble at the expensive uniform, nor could they find fault with the appointments, because it cost them nothing, but it is said that for several months after the force was created they lay awake nights to see the gaily-decked policeman tramp his beat and ring in his calls.

Still, Walker was not happy. He wanted to own a railroad and saw no way to get it but to build it. There was a little town 30

miles away that already had a railroad (sic) more than ample to carry on its business, but to this point Walker decided to build his road because it was on the lake coast. Over the whole 33 miles there was not a town of any size to act as a feeder, but this did not deter him. He paid more taxes to the government than any other man, and when he asked a bonus of \$3200 a mile from the government he got it and built the road. As might have been expected, there was little or no business for the road to do, but Walker determined to create some, and did so by building an elegant summer hotel at the further end of his line.

During all this time there had been but a single industry in the place, and that industry the making of whiskey. Now the people began to clamor. They wanted to have some say in the local government, and quietly, very quietly, egged on the authorities of Windsor, now a thriving city of 10,000, to apply to the legislature to have Walkerville annexed. Walker stemmed the tide of sentiment as long as he could, and then, rather than have Walkerville become a part of some town and lose its identity, he applied for a town charter himself and had enough of his employees sign the petition to give it a reasonable showing. The majority of the people preferred annexation and Windsor made a fight for it, but it was of no use, Walker had more influence with the government and council than the whole city of Windsor, and he obtained his charter, which, day after tomorrow, goes into effect. Under the Canadian Law, nominations for town officers are made one week before the election, and these nominations were made last Monday. For a few weeks previous Thomas Reed (sic), an Odd Fellow and a general good fellow, thought he would like to be the first mayor. He had the pole for the choice when H.A. Walker, a cousin (sic) of Hiram Walker, loomed up as a candidate. Walker's fine Italian hand was again seen at the wheel, and the result was that Reed said he did not care for the office. Had there been two candidates nominated there would have been an election, and Hiram Walker might not have been able to control it; but under Canadian law, where only one person is nominated, he is declared elected, and Walker appears to have fixed this by getting Reed out of the way. Reed was made first councilman, however.

Other people who live in villages have some authorities to look to for redress of grievances, but those living in Walkerville had none. Not owning any land they could not have any representation in any legal body. A town hall was not needed and so they had none. The one thing that Walker could not get for his settlement was a courthouse, and all warrants had to be obtained in Windsor, two miles away. This made it hard for the officers, who could not make an arrest unless they caught the offender red-handed as it were, and they had to go for papers, thus allowing the law-breakers to escape. If the inhabitants wanted to go to church they could go to the English Church, which Walker built and whose pastor Walker paid. If they did not like this church they could go out of town to worship.

This is the state of affairs to-day. Two thousand (sic) people live in a condition of dependency, and, as far as official knowledge goes, have absolutely no existence, at least there are no records to show that they have. No marriage clerk can give them authority to leave single blessedness. No town officer can read the riot act, no court can promulgate its sentence, no tax collector can invade its precincts, no voter can raise his voice in protest, and no priest can attend the dying, for there are none of these commonly accredited necessities present. Two days more and the novelty will be over, and Hiram Walker's employees and the employees of the other firms that he has lately admitted to the sacred precincts of the village - on rented

land- will be freemen with all the rights and privileges of freemen everywhere. The town will start its corporate existence much better equipped than many of its neighbors, but will have to wait a long time before it makes an entire departure from the rut in which for 32 years Hiram Walker has shaped and controlled it.

Hiram Walker, the ruler, has never lived in Walkerville (sic) a day in his life. In his residence at the corner of Fort and Shelby Sts., he worked out the plans and shaped the destinies of his thrifty town across the river.

To old residents of Walkerville -- and even to new -- the reading of this piece of ironical literature will be a painful experience. More painful yet will the perusal of this historic document be to those who knew Hiram Walker, who learned of his struggles to establish his business, and who hold his name in respect and affection.

What was Walkerville in 1890? Although officially designated as Walkerville since 1868, when a post-office was established there, it was still part of the Township of Sandwich East. It was not a corporate village nor a town, but it was a full-formed and comely hamlet, one that had attained commercial fame and that had reached its maturity without having had to pass through the hardships of infancy and childhood. It had a fire brigade, power and light service, a police force, boulevards and paved streets, school and church accomodation, 33,500 feet of water mains, 15,600 feet of sewer pipes, several industrial establishments, a ferry across the Detroit River, large docks, unequalled railroad facilities, and a prosperous and happy population totalling 798. All this was the work of one man, Hiram Walker, who had come there thirty-two years previously in quest of larger opportunities and a broader field. Walkerville is the fruit of his labours.

At the time of its incorporation Walkerville had the following industries within her borders, nearly all of which had been created or organized by Hiram Walker, or which had been brought there through his influence:

Hiram Walker & Sons' Distillery, the capital and parent industry, the one to which the town owes its origin and name:

The Walker Warehouses
The Walker Cooperage
The Walker Planing Mill
The Walker Lumber Yards
The Walker Malthouses
The Walker Copper Shop
The Walkerville Brewing Company
The Ontario Basket Company
The Globe Furniture Company
The Barnum Wire and Iron Works
The Walkerville Malleable Iron Company
Kerr Bros, Limited, Machinists
Parke, Davis & Company, Chemists
The Walkerville Brick Factory
The Lake Erie, Essex and Detroit River Railway Company
The Walker Cattle Barns, and
A sugar refinery.

Several of these industrial concerns are now defunct, or the buildings which they occupied either destroyed or used for other manufacturing purposes, but they were then important manufactories, playing a leading part in the growth and development of the Border communities. The Barnum Wire and Iron Works are now the Border Cities Wire and Iron Works, the Dominion Office and Supply Company having offices in the same building; the Globe Furniture Co. is at present the Studebaker Corporation of Canada; the Brick Factory was destroyed by fire; the Walkerville Malleable Iron Company's plant is now partly the Walker Twist Drill Company and partly the Walkerville Winery; the Ontario Basket Factory also burned down some years ago; the Cattle Barns were torn down in 1921.

Of the establishments mentioned above two deserve special mention. They are the Ontario Basket Company and the Walkerville Malleable Iron Works. Both these companies were organized and set in operation in 1889. The former was capitalized at \$12,000 and the latter at \$50,000. After a lingering career the Ontario Basket Company was wound up in 1900, its assets, rights and credits being sold to Walker Sons, Limited for \$15,000. The Malleable Iron Works' career ended in 1911. In 1893, by an agreement entered into with the Ontario Malleable Iron Company of Oshawa, an exchange of stock between

the two concerns was made, shares to the value of \$34,000 being mutually transferred. In 1899 an additional capital stock of \$30,000 was issued, of which the Walkerville Associates received \$15,450 and the Oshawa Partners \$14,550. After several years of ebb and flow the company finally went into voluntary liquidation, Walker Sons, Limited being appointed liquidators. The assets of the company were disposed of to the best advantage possible and the concern passed into the annals of history. The buildings were nearly all torn down later.

But the later history of the industries existing there in 1890 does not affect the conditions under which Walkerville sought and obtained the rank of a town in the May of that year. When Walkerville was incorporated it did not have the population required by law, but it had the potency and promise of a town, and time has vindicated the prescience of the sponsors of the incorporation movement as well as the wisdom of the legislators at Toronto who granted the petition for incorporation. Nine-tenths of the property within the limits of the town was owned by Hiram Walker, and an almost equal proportion of the homes - 90% of which were occupied by Hiram Walker's employees - was also his property. On all this property Hiram Walker paid taxes to the Township of Sandwich East, and every resident of Walkerville, whether owner or tenant, had voice in the government of that municipality, and enjoyed "the suffrages usually exercised by free-born people". There was no dictation on the part of Hiram Walker, nor was there Russian autocracy. Instead there was free enjoyment of public utilities; free protection against conflagrations; free safeguarding from the degradations of vagabonds and thieves; free measures for the maintenance of sanitary conditions and for the protection of public health, and above all there was freedom from "clamor" and recrimination.

When Walkerville was granted its civic rank as a town in 1890, it possessed

all the elements that constitute maturity. The town had life-social, economic and industrial. Old enough to have had a past, it nevertheless had none, because all its history was wrapped up around the masterful mind that had founded the settlement, that had shaped its destiny and that planned it as a model town. It has well been said that Walkerville was a civic child of fortune. There cannot be found in its birth and growth that sameness which is seen in the rise and progress of nearly all towns, that is travail and deprivation. There is no reminiscence in Walkerville, such as described by Gray, in his "Elegy", when he says of the "rude forefathers of the hamlet":

"Far from the madding crowd's ignoble strife,
Their sober wishes never learned to stray;
Along the cool, sequestered way of life
They kept the noiseless tenor of their way."

As stated above, when the article reproduced at the beginning of this chapter, appeared in the columns of the Detroit Journal, there was a general felling of indignation in Walkerville. A meeting of protest was called for Friday Evening, May 16th. The meeting was held in the old Music Hall, now part of Hiram Walker & Sons' bottling room. The hall was filled to capacity and several fiery speeches were delivered and resolutions expressing deep resentment adopted. Among those who spoke their indignation were Pat. Walsh, Thos. Reid, Thos. S. Smith, Wm. Kerr, F.R. Pulfer and John Bott, William Robbins acted as chairman.

However, the Detroit Journal did not retract any of its statements, and in consequence, this may be truthfully regarded as a vindication of a reputation that was unmanfully attacked, and of an honour that was never besmirched by such acts and attitude as are inferred in the article quoted.

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HIRAM WALKER

His Life

His Work

etc.

by

Francis X. Chauvin, M.A.

Chapter 27

Hiram Walker a charitable man. Alms-giving versus Philanthropy. His conception of the two. The case of Firmin Lappan. Hiram Walker and his employees. Hiram Walker and the Children's Free Hospital of Detroit. Origin and History of that institution. Hiram Walker's interest aroused. He donates \$125,000 for a new building and an endowment fund. Development of the Hospital. Senator James Couzens becomes its benefactor. Present state of the institution. Further reference to Jennie Walker. The present of the Children's Hospital of Michigan.

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Chapter 27

We have said a good deal of Hiram Walker in the last preceding chapters. We have said it in simple style, without the slightest attempt at brilliancy or flowery rhetoric. Having to deal with facts we have endeavoured to resist the temptation of clothing them with literary draperies. We have tried to depict the man as he went through life, modestly and unostentatiously.

On the original manuscript the above was noted to be omitted.

We have now come to the stage when we have to deal with what was unquestionably the most beautiful part of Hiram Walker, that is his philanthropy, his conception of sociology, his philosophy of life, his ideas on religion and worship, and his character.

This is possibly the most difficult part of our work, for after all, a man may be an unqualified success in business and gain wealth, power and fame, yet his life may be a failure. The real test of a successful life comes when a man stands before his Maker. Then the accumulations of a lifetime of struggle and toil, in property, goods and money, count for nought. Those he must leave behind. The question he will have to answer at this supreme moment will not be "What have you left", but "What do you bring".

To tabulate the events in a man's life and sort of card-catalogue them, is a comparatively easy thing, but to diagnose these events and read through them, a man's character is a difficult task. We have nothing to guide us in this study of Hiram Walker's make-up, but bits of correspondence, tradition as brought down to us by old employees, former associates and beneficiaries, and the records of his deeds.

Hiram Walker was a charitable man; he was a philanthropist. Sympathetic by nature he could not be cold to a fellow creature in need. But his charity was not of the alms-giving kind. He would have liked to make alms-giving an unnecessary thing, and his endeavours in that respect are illustrated in the many industries he founded, all of which provided employment for the needy, and opportunities for self-sufficiency. His charity was more along the lines of humanitarianism. Giving temporary relief to a poor family may be a great thing, but such charity often springs from instinct, from sentiment. What was greater, in his mind, is the removal of poverty. However, he fully realized that this could not, and cannot be done entirely; then the next thing was to so organize society as to remove suffering and to provide adequately for the

maimed, the cripple and the orphan. His philanthropy did not consist in giving for the sake of giving. That kind of philanthropy often encourages idleness; it is wistful coddling. What he really wanted was to make his philanthropy productive, and succeeded in many cases, in his aim. He had no patience with loafers and dissipators, but was moved to tears at the sight of a worthy poor, or of a sick person in straitened circumstances.

In 1865, Hiram Walker had among his employees a man named Firmin Lappan. Lappan was a conscientious labourer; he not only did his work well, but was industrious, thrifty and honest. He had a large family of growing children, none of whom had yet reached the age when they could assist in clearing the 50-acre farm, on Pillette Road, in the 2nd Concession of the Township of Sandwich East, upon which he had carved a modest home. Next to Firmin Lappan lived Mrs. Tessier, who had been left in a sorry plight by a worthless husband. She had forty acres of land in her own name and wanted to sell the property. She came to Hiram Walker and offered it to him for \$550. As was his custom, Hiram Walker said he would see about it. He did, but not for his personal benefit. The land adjoined Firmin Lappan's, and Hiram Walker reasoned out that it should logically be purchased by Lappan. He went to Lappan and told him to buy the land. Lappan, who was at the time engaged in raising the floor of the cattle barns, on the water front, protested that he had no money with which to make the purchase; but Hiram Walker insisted: "Buy it anyway, I'll give you the money". Lappan was dumfounded; he could not understand. Here was his employer coming to him in a friendly way, and offering him money to buy land, good land and conveniently located. It surpassed him. However, he called on Mrs. Tessier and made a verbal agreement with her. The prospective deal was bruited around, and Leandre St. Louis, a wealthy farmer but somewhat usurious, came forward with an offer to loan Lappan the money, provided he were given a mortgage, bearing ten per cent interest, on the two pieces of property, Lappan's and Mrs. Tessier's. Lappan hesitated and consulted

Hiram Walker. Here is how tradition translates Hiram Walker's reply:

"Firmin, I did not say I would loan you \$550. I told you I would give you the money. You are a good man, Firmin, and I want to be of service to you. You have a family and I want you to give every one of your children a chance in the world. Here is my cheque; go and buy the land."

Firmin Lappan got the land, and the present wealth of the Lappan family is thus traced to Hiram Walker's sympathy. It must be said, however, that Lappan later paid back the money so unselfishly and so generously given.

Several similar cases of benefactions could be cited. The Lappan case, however, suffices to illustrate Hiram Walker's philanthropy. His was a kind of helpfulness that did not degrade the recipient nor drug his self-respect. Hiram Walker wanted to be of service, and service is undoubtedly the noblest form that charity can take. In helping Firmin Lappan he was making for self-sufficiency, for self-reliance, and incidentally rendering a notable service to an unfortunate mother.

Under the title of philanthropy might also be included Hiram Walker's relations with his employees, a subject of which a close observer, Mr. T.D. Niven, has said:

"Democratic and genial in his (Hiram Walker's) intercourse with his employees, his relation to those in his service was more of the friend than the employer of labour".

Hiram Walker's interest in the welfare of his employees was not limited to questions of wages and remuneration. It was manifested in many minor attentions such as the delivery of free ice on hot summer days, suitable gifts at Yuletide, medical attendance for the sick, special money advances to tide over a strait, and personal visits to the homes. Charity does not necessarily mean giving money. Charity is sympathy.

On the same topic again we might recall the dark days of 1874, when the country was visited by one of the worst panics ever experienced. There was no work to be had anywhere, and there was hunger. It is said that Hiram Walker distributed, in the winter of that year, upwards of \$5000 worth of bread and

victuals to needy families, in Walkerville, Windsor and Detroit.

But the greatest evidence of Hiram Walker's generosity and kindness of heart is to be found in the Children's Hospital of Michigan, formerly the Children's Free Hospital. Since this hospital has grown to be one of the most useful and important institutions of the City of Detroit, it will be appropriate to give here a brief account of its origin and history.

The Children's Free Hospital Association was organized in 1887 by a group of charitable women under the leadership of the late Mrs. Henry B. Ledyard, wife of the former President of the Michigan Central Railway. Mrs. Ledyard was its first president and Miss Irene W. Chittenden, its first secretary and treasurer.

The object of the Association was to take care for sick and suffering children under the age of 14, whose parents or friends were either unable or unwilling to make provision for. It was non-sectarian, and the services of the hospital were to be entirely free to all who came within its charter definition.

The association made an immediate appeal to a number of kind-hearted and well-do-do Detroit citizens for funds with which to carry on its work. The appeal was met with a generous response, and in the summer of 1887 two wards were rented in Harper Hospital to receive and take care of patients. Harper Hospital remained the quarters of the association until 1889, when a private house at the corner of Seventh and Fort Streets was rented in order to increase the efficiency of the service and more adequately meet the growing requirements.

Within two years it became evident to the Ladies in charge of the charity, and to all who were interested in the proper care of sick and crippled children, that enlarged accommodations would soon be needed if the association were to fill its sacred trust. The city was growing rapidly and the demands for admission to the hospital were increasing in proportion. On no one more than Dr. C.A. Devendorf did the necessity for added facilities impress itself. Dr. Devendorf was Chief of the Medical Staff of the Children's Free Hospital

and had first-hand knowledge of the conditions. By 1892 the requirements had so far out-grown the facilities of the hospital, that Dr. Devendorf found it imperative to act.

Among those who were manifesting more than an usual interest in the work of the Children's Free Hospital, was Hiram Walker, whose generous donations to Harper Hospital and general philanthropic attitude were known to Dr. Devendorf. Dr. Devendorf, speaking on behalf and in the name of the Children's Free Hospital Association, described the situation to him with full details. The outcome of Dr. Devendorf's interview was an agreement between Hiram Walker on the one part, and the Building Committee of the Association, which was composed of Franklin H. Walker, Henry B. Ledyard, Geo. H. Lothrop and William G. Chittenden, on the other, whereby Hiram Walker undertook to erect a suitable building for the Children's Free Hospital, and promised to give \$125,000 for that purpose.

The matter of the building being disposed of, the question of the location of the new hospital next offered itself for debate. The majority of the Executive were in favour of the site at the corner of Seventh and Fort Streets and the land was purchased at the cost of \$53,000, incidentals bringing the total sum to \$53,311.07. In the meantime, however, there was a feeling being manifested in favour of a piece of property at the corner of Farnsworth and St. Antoine Streets, and pending a settlement of the matter, construction work was withheld. It was finally resolved to leave the subject of allocation in the hands of Hiram Walker for a decision, and he having given his preference for the Farnsworth and St. Antoine Street property, steps were immediately taken to carry out his wish.

This wish was expressed in a letter to the Building Committee dated October 10, 1893. In this letter Hiram Walker agreed to buy sufficient land at the corner of Farnsworth and St. Antoine Streets for a suitable building to be erected immediately and to allow for additions later. The initial

building was not to cost more than \$60,000, and the remaining \$65,000 was to be used as follows:

"I wish one half of the interest on the \$65,000 to be used for the support of the Hospital, and the other half to be accumulated for ten years, to create a fund for a wing or additional building."

Obstacles in securing the title to the Farnsworth property caused the actual work of construction to be delayed for a year and a half. Finally, in June 1895, satisfaction in respect of the titles having been obtained, the plans submitted by Andrews, Jacques & Rantoul, architects of Boston, were accepted and the contract for the erection of the building awarded to Mr. Blay & Son, of Detroit. The building was completed in the Spring of 1896, and presented to the Children's Free Hospital Association on the following 16th day of June.

With reference to the ceremony of presentation of the building by Hiram Walker, the Tenth Annual Report of the Children's Free Hospital Association contains the following passage:

"Those who were present on the June 16th of last year will always carry with them a mental picture of that most impressive scene, when Mr. Hiram Walker presented to the Children's Free Hospital Association this beautiful, complete, and commodious building, and, in the years to come, there will be a feeling of thankfulness that a wise Providence put into the mind of this grand old man, in the evening of his life, to leave, as a monument more enduring than marble shaft or granite pillar, an institution which will be a constant source of blessing and help to the suffering little ones, who, by the circumstances of their lives, would otherwise be denied the care and comforts we are enabled to give them."

After 1896 there followed the quarter-centuray period of the spectacular growth and development of Detroit, during which the demands of the public to a very large extent exhausted and submerged the facilities of the Children's Free Hospital.

In 1922 it became necessary to enlarge the building, and Hon. Senator James Couzens, who had been heretofore, the benefactor and the controlling influence of the Michigan Hospital School, at Farmington, Michigan, was induced to follow in the steps of the Late Mr. Hiram Walker. Senator Couzens offered

to give \$1,000,000 to the funds of the Children's Free Hospital Association, on the conditions, first, that the Michigan Hospital School, at Farmington, be taken over; secondly that the Executive Committee, instead of being exclusively of ladies, as hitherto, be a mixed committee, and thirdly, that the word "FREE" be dropped from the name of the consolidated hospital. Senator Couzens' offer was accepted and a new corporation, the present "Children's Hospital of Michigan" was organized. The properties of the old institutions were transferred to the new, and the trustees of the two old hospitals were duly represented on the new Board, which was made a mixed one. Since then the Association had efficiently accomplished the double purpose intended in the consolidation. The Detroit Branch of the Children's Hospital of Michigan is devoted to medical and surgical treatments of the patients, and the Farmington Branch is made the home of the convalescents.

But \$125,000 was not the only contribution made by Hiram Walker to the Children's Hospital. During the two and a half years that he lived after the erection of the building in 1896, he paid the fuel account of the institution, and by his will of 1896, he bequeathed to it seven-eights of all the property "of which he might be possessed at the time of his death", the remaining one eighth being given to Harper Hospital. Among the property so bequeathed was the Ontario Oil and Gas Company and the real estate held by that Company. The terms of the Will were duly carried out by the Executor, the late Sullivan M. Cutcheon, prominent attorney and statesman of Detroit, but the Hospitals, not being permitted under their charter to engage in industrial pursuits, the legacy was sold to the late Hon. W. C. Kennedy and the late Dr. S. A. King of Windsor and Kingsville, respectively. The sum realized from this bequeathment amounted to \$238,000, in which the Children's Hospital and Harper Hospital shared in the proportion directed in the Will.

It may be mentioned in closing this chapter, which unfortunately cannot be made to include all his donations, that Hiram Walker's generous benefactions and endowments to the Children's Hospital were made in memory of his daughter Jennie, who died at the tender age of thirteen. Since reference has been made to Jennie Walker's death in Chapter 16, there is no necessity for any further narration of the occurrence here, except to state that little Jennie for ever thereafter lived in her loving father's heart.

"If men cared less for wealth and fame,
And less for battlefields and glory,
If -writ in human hearts-a name
Seemed better than in song or story,
If men, instead of nursing pride,
Would learn to hate it and abhor it,
If more relied on love to guide,
The world would be the better for it."

The present Executive Committee of the Children's Hospital of Michigan is composed of the following gentlemen and ladies:

Mr. Oscar Webber, Chairman, Mrs. W. T. Barbour, Mrs. James Couzens, Mrs. Sidney T. Miller, Mr. Jerome H. Remick and Mr. Hiram H. Walker, the last mentioned being a grandson of Hiram Walker. The Superintendent of the Hospital is Miss Margaret A. Rogers, who has been in charge since August 1, 1917.

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but forty years ago such was not the case. The Canadian Pacific did not begin to give its coast, lake and ocean service until 1892 and 1893. At that time the Mettawas Hotel was in operation and the Lake Erie Navigation Company had steamers plying the waters of Lake Erie and the Detroit River. The Messrs Walker had adopted in their general policy, a plan which is now universal. So that if the L.E. & D.R.RR. does not loom high in the broad history of Canadian Railroads, to it, at least, goes the credit of having initiated methods of management which are now part of general railroad plans of operations.

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H I R A M W A L K E R

His Life

His Work

By

Francis X. Chauvin M.A.

Chapter 28

Hiram Walker and Detroit Real Estate. His Canadian holdings handed over to Walkerville Land and Building Company in 1890. The year 1890 in the history of the Walker Interests. Subsidiary companies organized. Their development. A new law respecting liquor comes into force in 1890. Hiram Walker adds to plant and output. Birth of Walkerville again mentioned. A table of the population of Walkerville from 1890 to 1926. Other interests in Detroit held by Hiram Walker. A list of them. History of the various companies in which Hiram Walker was interested. The Natural Oil & Gas Company. Its growth and disposal.

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In some of the previous chapters we have spoken at some length of Hiram Walker's land and general property holdings, both in Detroit and in Western Ontario, and we have given lists of the properties he owned, describing them, in many cases, with minute accuracy. Although these lists were incomplete, they showed that his industrial pursuits in Walkerville by no means absorbed the whole of his time or thoughts, and afforded strong evidence of his enterprising character.

So far as his real estate in Detroit is concerned, a large part of it was subsequently subdivided and sold out on contracts in the manner now in vogue among developers. Hiram Walker directed the sale of these properties from his offices in Room 6, in the Walker Block, and hundreds of lots were sold by himself to personal friends and acquaintances who relied on his judgment and had confidence in his advice on investments. Much of the most valuable downtown property of Detroit passed, at one time or another, through Hiram Walker's files, or was included in the many transactions he engineered, during his long business career. Among the properties he subdivided and resubdivided, bought or sold, were parts of the Brush Farm, the B. Chapoton Farm, the Gouin Farm, the Meldrum Farm, the Mullet Farm, the Hunt Farm, the Baker Farm, the McDougall Farm, the Moran Farm, the Beaubien Farm and the Dequindre Farm.

As to his Canadian real estate holdings, the great bulk of them was handled over, in 1890, to the Walkerville Land and Building Company, which was organized in that year for that purpose. This company was capitalized at \$1,000,000, of which \$500,000 was declared "paid up" through the transfer by Hiram Walker of properties valued at that amount to the new Company. The first officers of the Walkerville Land and Building Company were: Hiram Walker, President; Franklin H. Walker, Vice-President; William Aikman, Secretary; J. Harrington Walker, Treasurer;

and E. Chandler Walker, Managing Director. The Company is still in existence, having its offices in the new addition to the Hiram Walker & Sons building, which was completed in 1921. The present officers are President, Harrington E. Walker; First Vice-President, Hiram H. Walker; Second Vice-President, Robert L. Daniels. Mr. Daniels is also holding the post of Secretary-Treasurer.

The year 1890 marks an important epoch in the history of the Walker interests in Canada. Heretofore all the varied interests owned and controlled by Hiram Walker had been handled by the old partnership of Hiram Walker & Sons, which was composed of Hiram Walker, E. Chandler Walker, Franklin H. Walker and James Harrington Walker. In 1890 it was decided to divide these interests and place them under separate managements, and to that end the following companies were incorporated:

Hiram Walker & Sons, Limited;

Walkerville Land and Building Company, Limited; and

Walkerville Gas and Water Company, Limited.

Hiram Walker & Sons was capitalized at \$5,000,000, the Walkerville Land and Building Company at \$1,000,000, as aforesaid, and the Walkerville Gas and Water Company at \$100,000.

The name of each of these companies fairly indicates their respective province, particularly if we keep in mind the fact that the partnership of Hiram Walker & Sons has, since 1873, been the exclusive title under which the products of the distillery were manufactured and marketed. The only difference in the case of Hiram Walker & Sons was the changing of the old partnership into a limited company.

But this first subdivision of the Walker Canadian enterprises left out the farm lands, the lumber and planing mill, the blacksmith shop, the fire department, the fire alarm system, the night watch service and the insurance business. All these various developments and services were

consequently placed under the management of another organization, known as Walker Sons & Company, a partnership in which Hiram Walker and his three sons had equal shares of one quarter each.

This partnership, namely Walker Sons and Company, lasted until 1895, when Hiram Walker decided to retire from active participation in the various business interests he had organized, and, for so many years, controlled, and to entrust them to his three sons, of whose business capacity he had full knowledge. Acting upon this decision, he deeded and transferred all his holdings in Canada and Detroit to his children - reserving only his interests in the Ontario Oil & Gas Company - and the name of the partnership was then changed to Walker Sons, the word "Company" being dropped. This partnership is now Walker Sons, Limited, but this further change is not of immediate concern. It belongs to later history, and comes under a heading which will include other subjects, such for instance as the Walkerville Gas and Water Company, to which reference has just been made.

The year 1890 also witnessed a vast expansion in the distillery. This expansion included the output as well as the plant. It was in that year that the Canadian Federal Government passed a law compelling all distillers in Canada, to hold their products in maturing casks for two years before placing them on the market, for consumption. In consequence of these new governmental regulations Hiram Walker erected five large additional warehouses, thus bringing the storage capacity of the plant to 5,000,000 gallons. The effect of that law was twofold. It was salutary in that it drove out of business a number of small distillers, and prevented others from starting into the manufacture of spirituous liquors. On the other hand it forced the larger distillers into enormous expenditures for warehouses, and into large outlays for carrying the

manufactured product two years before using it and realizing upon it.

But Hiram Walker viewed the new law with more or less indifference. He had already applied the principle implied in the law in at least one brand of whisky, namely "Canadian Club", and for him a two years' maturation for all brands meant simply an enlargement on a policy which he had adopted ten years previously. Two years after the coming into force of the 1890 Liquor Law, Hiram Walker & Sons had 4,200,000 gallons of proof spirits in their warehouses.

It was also in 1890 that Walkerville was born to civic life as a corporate town. It was principally Hiram Walker's activities that made the incorporation of the town possible. As has been explained in a previous chapter, the town did not have the necessary population, but the developments of the three preceding years and the contemplated industrial developments of the immediate future gave the town a potency that placed it in a class by itself. The following table showing the population of Walkerville from 1890 to 1926, is illustrative of the town's promises at the time of its incorporation:

1890	778	1909	2929
1891	882	1910	3048
1892	904	1911	3349
1893	928	1912	3537
1894	1157	1913	4037
1895	1149	1914	4721
1896	1125	1915	4565
1897	1110	1916	5096
1898	1161	1917	5349
1899	1183	1918	5725
1900	1368	1919	5914
1901	1592	1920	6279
1902	1804	1921	7469
1903	1948	1922	7303
1904	2286	1923	8088
1905	2425	1924	8558
1906	2648	1925	9071
1907	2751	1926	9852
1908	2867		

These figures are eloquent and convincing. They spell progress and growth. They afford an opportunity to pause and indulge in retrospection, and to measure the possibilities of the future.

But a survey of Hiram Walker's interests would be incomplete indeed with a reference to his undertakings in Detroit, outside his real estate developments, his journalistic ventures, his distilling enterprises and his banking experience. His name was sought by nearly every promoter of enterprises, and his judgment and business experience was in demand everywhere. His private correspondence is most interesting in this respect. It shows how rapidly Hiram Walker's reputation as an enterprising and successful business man had travelled across continents and oceans, and how, in nearly every civilized land, his cooperation in the promotion of industrial pursuits was coveted. He limited his investments, however, almost exclusively to his immediate neighbourhood that is, Walkerville and Detroit. The following is a list of Detroit companies in which he was a shareholder:

The Detroit Car Works,
The Detroit Transit Railway,
The Detroit & Bay City Railway,
The Detroit National Bank,
The Detroit Chamber of Commerce.
Hamtramck Iron Works,
Detroit Medical College,
Wayne County Agricultural and Industrial Society,
Minong Mining Company,
Cove Land and Mining Company,
Michigamme Company,
Detroit & Ontonagon Mineral Lands Company,
Michigan Land & Immigration Company,
St. Clair Mining Company,
Valverde Mining and Smelting Company,
The Detroit Club,
The Grosse Pointe Club,
The North Channel Shooting Club,
The Detroit Driving Club,
The Peninsular Equipment Company,
American Express Company,
Finley Shoe and Leather Company, and
Detroit, Hillsdale and Indiana Company

We lay no claim to the completeness of this list. As it is, however, it is sufficiently long and varied to picture the scope which Hiram Walker's enterprises embraced.

With the exception of the Detroit Club, the Grosse Pointe Club, the North Channel Shooting Club and the American Express Company, all the concerns mentioned above have either passed out or have been absorbed by other institutions.

The Detroit Car Works became the Michigan Car Works, then the Michigan-Peninsular Car works, and finally merged into the American Car and Foundry Company, which bought out the old Works, and which is now a mammoth corporation.

The Detroit Transit Railway Company no longer exists. The Detroit & Bay City Railroad is now a part of the Michigan Central System. The Detroit National Bank has been consolidated with the First National Bank. The Chamber of Commerce, which was a building enterprise, is now known as The Detroit Board of Commerce. The Hamtramck Iron Works is no longer of records. The Detroit Medical College is now a section of the property of the Detroit Board of Education. The Wayne County Agricultural and Industrial Society is no longer in existence. The Minong Mining Company later became the Minong Copper Company, which has since disappeared. The Cove Land and Mining Company, the Michigamme Company, the Detroit and Ontonagan Mineral Lands Company, the Michigan Land and Immigration Company, the St. Clair Mining Company and the Valverde Mining and Smelting Company are all things of the past, as are the Detroit Driving Club, the Peninsular Equipment Company, the Finley Shoe and Leather Company and the Detroit, Hillsdale and Indiana Company.

As stated above, and as mentioned in another chapter, the only interests that Hiram Walker kept, after 1895, when he retired from active business, were the Natural Oil & Gas Company. This company was promoted in 1889

by the late Napoleon Alexander Coste, of Amherstburg. Its original directors were John Atkinson, attorney of Detroit, N.A. Coste, of Amherstburg, Dr. John Coventry, of Windsor, Wm. McGregor of Windsor and M.A. McHugh, barrister, also of Windsor. Late in 1889 Hiram Walker became interested in the undertaking and was made a director of the company in 1890. Thenceforward much of his energy was directed to the development of the company, for which he could see a brilliant future. He gradually acquired the majority of the stock and eventually became the sole owner of the company. Under his management the undertaking grew at an amazing pace. Connections were made with Detroit and gas was exported to that city in large volume. In 1898 the company had 6028 consumers, of whom 4229 were in Detroit, 1553 in Windsor and 246 in Walkerville.

When Hiram Walker died in 1899, as has been stated in the previous chapter, the Natural Oil and Gas Company became the property of Harper Hospital and the Children's Hospital. They subsequently sold the business to Wm. C. Kennedy and Dr. S. A. King.

It is interesting to state in conclusion, that Hiram Walker, after having divested himself of all his belongings in 1895, made in the following four years, another fortune. No other example of his extraordinary capacity for work and of his wonderful executive ability is needed.

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H I R A M W A L K E R

His Life

His Work

etc. By

Francis X. Chauvin, M.A.

Chapter 29

in 1883 and gradual decline. Hiram Walker's health begins to fail in 1883. Recreation brings relief. In 1890 these symptoms increase. Personal reference by Hiram Walker to his health condition. E. Chandler Walker's correspondence gives evidences of his weakening. Paralysis strikes Hiram Walker in 1895. Four years of recurring visitations of strokes. A summer at Kingsville. 1898 marks the end of his attention to business matters. Congestive apoplexy strikes Hiram Walker April 29, 1898. He recovers. Another attack in September, and a third in December. Fatal seizure in January 1899. Death follows. Comments by Detroit Free Press and Detroit News on Hiram Walker's life.

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H I R A M W A L K E R

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Chapter 29

Hiram Walker's health in 1883, and gradual Decline. A summer at Kingsville. 1898 marks the end of his attention to business matters. Fatal seizure in January 1899. Death follows. Comments by Detroit Free Press and Detroit News on Hiram Walker's life.

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Chapter 29

Hiram Walker lived to the ripe old age of 83. He died January 12, 1899, at his home at the corner of Fort and Shelby Street, in Detroit.

Symptoms of his weakening constitution had been noticed by his solicitous sons as early as 1883. They then suggested, as a practical remedy, more recreation; and Ille Aux Peches was bought and transformed into beautiful summer grounds. Two yachts were procured, and river and lake cruises were made a daily routine, in order to relieve the mental strain to which Hiram Walker had, for so many years, subjected himself. That Hiram Walker enjoyed these daily hours of leisure on the "Lurline" or the "Pastime" cannot be gainsaid. It is also true, however, that on many occasions, his whole make-up rebelled against this summer routine. Many times he would have preferred to be at his desk, or in his shops, or his grain, hop or tobacco fields. But he knew that the human machinery can only stand so much physical exertion and mental effort, and he resigned himself to what he was wont to call "a terrible ordeal".

A few years passed by with only spasmodic recurrences of weakening spells. But in 1890 he became decidedly unwell. He made reference to his physical condition in an address which he delivered in Walkerville, on the occasion of a celebration in his honour, July 4th, 1890. He said:

"I did not expect to speak but a few words when I came here to-day. I have been so miserable lately."

In 1891, his general condition was not perceptibly improved. On May 9th, E. Chandler Walker, writing to Hon. J. C. Patterson on the subject of certain petitions in connection with the Lake Erie, Essex and Detroit River Railway, says the following:

"I must apologize for the delay in attending to this matter. It is partly due, however, to father's illness. He has been confined to his room for over three weeks and most of this time has not been able to leave his bed. I am happy to say that he is now convalescent and will probably be out in a week or so."

However on June 16th his condition had not materially improved. On that day, E. Chandler Walker, writing to J. D. Burk, of Amherstburg, says:

"Our President (president of the Lake Erie, Essex and Detroit River Railway) Mr. Hiram Walker has been in ill-health for the past two months, and although much improved, is not as yet giving any attention to business matters."

Hiram Walker did not come to his office in Walkerville, until the following July, and then only for an hour or so every two or three days. In 1892, his health improved to a great extent. A sojourn in the South during the preceding winter had produced a very salutary effect, and during that year he gave much of his usual attention to his affairs, particularly the Natural Gas and Oil Company, in which his sons had no direct or stock interest.

But the vigour of former days had gone. The weight of years and cares was beginning to tell heavily upon him. He was now walking with a cane, rheumatism having almost paralyzed his right leg. It was with extreme difficulty that he moved about, often times requiring assistance.

In 1895 he suffered a paralytic stroke and was confined to his home for several weeks. In fact he never fully recovered from this sudden attack of paralysis. Fortunately the stroke only affected his limbs, leaving his mental powers unimpaired. From his bed he continued to share in the direction of his affairs, his room being made the meeting-place for the directors of the various companies he owned, or controlled, or in which he was interested.

It was in that year that he gave away to his daughter, Mrs. T. D. Buhl, his property of Ile Aux Peches. Feeling that he would no longer be able to enjoy this residence, he transferred it unconditionally to his only daughter.

1896 saw him regain a good deal of his old-time strength. In the June of that year he was able to attend that impressive ceremony when he gave to

the children of Detroit, the Free Hospital to which reference was made in a previous chapter. But in 1897 he lost practically all the use of his legs. Most of the summer of that year was spent in Kingsville, at the residence of his son, James Harrington. There he had a personal attendant, Mr. Jos. Fitzimmons; also a private nurse. When his physician did not judge it prudent to permit of a cruise on Lake Erie, Hiram Walker would be taken to the terrace in front of the house, where Mr. Fitzimmons entertained him by reading newspapers and books. It was a long summer for Hiram Walker. He realized that the end was fast approaching, and that the grim reaper would soon claim him. He was pensive as if he were constantly asking himself: "What shall remain"?

But no. Another year was to be added to his eight and one-fifth decades. His rugged constitution refused to give way to the pitiless malady that had come to him in 1895. But 1898 was a long year of suffering and pain for Hiram Walker. On April 29th, he was stricken with a severe attack of congestive apoplexy which nearly sent him to his death. The effects of the attack were the more serious because he was already suffering from rheumatism. Those who surrounded him at the time fully thought that the end had come; but within a few days he had recovered. He had regained consciousness and his power of speech; but his limbs remained completely disabled for ever thereafter.

In September there was another visitation of the brain disease from which he also recovered. In December he suffered another attack and survived it. The final and fatal seizure did not come until Tuesday, January 10, 1899, at two o'clock in the morning. He immediately fell into a coma and never regained consciousness. He quietly passed away on Thursday, January 12, 1899, at 7:20 a.m.

The news of Hiram Walker's death was immediately flashed throughout the continent, and the following day the news and editorial columns of every important newspaper of Canada and United States contained long sketches of, and eulogious comments on his life.

As a matter of record we reproduce hereunder two editorials which appeared in the two most influential and widely-read newspapers of Detroit, on January 13, the day following Hiram Walker's death.

From the Detroit Free Press:

"The silence of mortality has fallen upon Hiram Walker in his 83rd year, and with the termination of his life the story made up of the prose of thrift, frugality, and diligence, and the romance of astonishing commercial triumphs is completed. A strong factor has been eliminated from the business circles of this section, but his towering success has fixed his name lastingly upon the shores of the straits. He grasped a great business opportunity and won; and through various philanthropies enabled others less fortunate to share in the fruits of his success."

From the Detroit News:

"Mr. Hiram Walker whose death at an advanced age occurred yesterday was a conspicuous example of the American who knows how to seize an opportunity when it presents itself, and hang on to it with the tenacity which assures success. The heavy taxes imposed on American distilling by the necessities of the war of the rebellion concentrated in a few hands a business which had heretofore been conducted

by everyone who could get a bushel of corn and a rude sort of kettle to boil it in. Whisky was made everywhere throughout the United States and Canada. It could be bought by the single gallon for from 10 to 15 cents, and was mostly a raw and horrible spirit fit to burn out the entrails of an alligator.

"At first, after the imposition of the war taxes, large distilleries sprung up in all sections of the country. We had several of them in Detroit. The industry gradually concentrated itself in a few centres best calculated by soil and water for whisky-making. But the Canadian market was left and was protected from American competition by the high price of the American product. Hiram Walker, living in Detroit, with considerable interests here, saw the opportunity and established himself on the Detroit River above Windsor, and on the line of the Grand Trunk which afforded the best possible facilities for transportation. Here he bought land enough for a considerable town, which slowly grew up around his distillery. He determined to make the best whisky which science and money were capable of, always bearing in mind the peculiar taste of a people who had been nurtured on Scotch and Irish, and to wait patiently until the public discovered the merits of his product and learned to appreciate it.

"As means accumulated Mr. Walker began to advertise in that judicious and permanent fashion characteristics of the British manufacturers of great staples, which does not seek so much to shock the public for a day or a week, as to increase

from year to year a fixed impression regarding the advertised article. The reputation of his staple grew slowly and solidly all over the earth. After establishment of the Canadian federation, the Dominion Government began piling on the tax, like its neighbor, and this gave strength to the Canadian distillers by freezing out the weaker ones.

"Before the panic of 1873, Mr. Walker had, like most others, gone far beyond what his capital justified on the extention of his business, and during the stagnation which followed came to the very edge of ruin. But a dogged perseverance and indomitable resolution saved him. He weathered the storm, and came out of the panic invulnerably strong. His whisky had found a market in every country where English languages and whisky-drinking, which go together, prevail. Wherever you ask for American whisky to-day, in Europe, Asia or Africa, you are offered not Yankee spirits, but Walker Club. It is as staple as Cross & Blackwell's pickels. You can drink it in Paris, London, St. Petersburg, Berlin, Singapore, Trincamalee, Hong Kong, and in the interior of South Africa. It has even made its way into United States, and has overcome with many the natural American taste for Bourbon and American Rye. It is a tremendous success, due chiefly to the determination to stick to one thing, and do that one thing the best way possible."

These two editorials, the first, from the Detroit Free Press, a short and beautifully-worded spiritual bouquet on the yet warm remains of a great man, the other, from the Detroit News, a long, and perhaps clumsy, diagnosis

of the causes of Hiram Walker's success as a distiller, need not be added to. They complete each other.

What is absent in one is found in the other.

Both found their complement in the impression created in the Town of Walkerville by the death of its founder, which will be the subject of the next chapter.

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H I R A M W A L K E R

His Life

His Work

by

Francis X. Chauvin, MA.

Chapter 30

How the news of Hiram Walker's death was received in Walkerville.
Resolution passed by the Town Council. Hiram Walker's body lies in state at his residence for three days. A report of the funeral. What remains of his career. His character, his personality. Quotation from a friend's appreciation. His Christian Activity. His philosophy of religion. Not a devotee nor a bigot. His broadmindedness. He left A GOOD NAME. His way of meeting difficulties. Anecdote to illustrate his wit and humour.

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"Though dead, he speaks in reason's ear,
And in example, he lives."

Chapter 30

The news of the death of Hiram Walker, although not unexpected, threw Walkerville in a sort of moral chaos. Immediately flags on official buildings were lowered half-mast, the firm of Hiram Walker & Sons was closed to business, and about the streets people addressed one another with expressions of sadness and sorrow. That the man who had been so long and so intimately associated with the general affairs of the town had passed from the scene of forty years of his active life seemed beyond realization. Those who had been his personal friends and associates, or employees, became silent, their respect for the dead man being thus more adequately manifested. At the City Hall, Mayor Robert Kerr called a special meeting of the Town Council, and the following resolution of condolence was passed, on motion of Councillors E. G. Swift and J. E. Dobie:

"The Mayor and Council of the Town of Walkerville,
having received the mournful news of the death of
Hiram Walker, the Founder of the Town of Walkerville,
desire to place on record their appreciation of the
great energy, enterprise, intelligence and beneficence
displayed by Mr. Walker during his long and useful life,
which terminated at Detroit on the Twelfth Day of
January, A.D. 1899, and to express their sympathy with
his sons, daughters and relatives, in their bereavement!"

During the three days following his death, from Thursday morning to Saturday afternoon, the body of Hiram Walker lay in state in the east parlour of the Walker residence, at the corner of Fort and Shelby streets, in Detroit. The casket, which was of metal, was raised on high standards and literally embowered in floral decorations. At the head stood a large pillar and at the foot a cross of violets. The entire casket was surrounded by a band of violets, and around the bottom of the stand upon which it rested, were pillows of the same flowers sprayed with bits of hyacinth. There was also in evidence a superb wreath of mignonettes;

The funeral of the departed octogenarian was held on Saturday, January 14, 1899, the burial taking place at Elmwood cemetery immediately after the religious services at the residence. The Detroit News of Sunday, January 15, 1899, carried the following report of the funeral:

"The body lay in state during the early part of the day and was viewed by hundreds of the employees of the big plant which the dead man's genius and industry built up in Walkerville. They reposed in state in the east parlor of the residence, embowered in floral decorations of rare beauty. The casket was of metal and covered with black material. At its head stood a floral pillar and at the foot a cross of violets. The casket was wreathed its entire length with violets and pillows of violets were placed about the standards supporting the casket. There were magnificent floral tokens from the employees of the company, Hiram Walker & Sons, and from the Children's Free Hospital, which was a beneficiary of the dead man.

"The friends and employees of Mr. Walker passed in an almost endless stream through the house during the hours from 10 a.m. to 2 p.m., and there were several who, arriving after the services had begun, were disappointed at not being able to take a last view of his face.

"When the hour for the funeral came, the house was crowded. There were many representative business men and leading citizens. The service was the impressive one of the Episcopal Church. It was conducted by Rev. Dr. McCarroll, of Grace Church, assisted by Rev. Battersby, of St. Mary's Church, Walkerville. The music consisted of the singing of duets by Harold Jarvis and Mrs. Scripps-Ellis. They sang Newman's "Lead Kindly Light", Weber's

"Softly Now the Light of Day". After the concluding prayer, Mr. Jarvis sang the solo of "The Christian's Good-night".

"At the cemetery a big canvas canopy had been stretched over the burial lot to protect the members of the family at the graveside. The interment was private. The casket was lowered into the grave and the final rites performed. As yet there is no monument or costly tomb on the burial plot.

"The pall-bearers at the funeral were all old-time employees of Mr. Walker. They were Thos. Reid, Thomas Webster, P. Walsh, J. H. Ellis, Walter Chater, L. R. Pulfer, Andrew Bertram and John Stuart".

With Hiram Walker dead and buried it is opportune and logical to ask what he was at times wont to inquire about: "What remains". Perhaps a suitable answer to this question would be found in the word: "Character". What distinguished Hiram Walker most from other business and professional men who, like him, had made a success of life, was his character and personality. He had both. The latter was inherited; the former was developed. His personality was in his veins, wherein trickled and rushed the blood of five generations of pioneers and home-builders; his character was the result of habits, which he had formed early in life and which he practiced daily through life, habits of self-restraint and self-discipline, of courage and unselfishness.

We have already mentioned something of Hiram Walker's philanthropy and charity. As to the other things and aspects of life, such as religion and personal intercourse with men, the following appreciation from a personal friend and former associate, will be read with interest:

"He was an Episcopalian, and was pew holder in the old St. Paul Church of Detroit, and served for many years on its vestry. Although a very busy man, he always found time or

made time to attend, not only regular meetings, but even special ones, sometimes called in business hours. He was a most generous contributor toward the support of his Church and on him, and the late Theodore H. Eaton, Sr., usually devolved the responsibility of paying the lion's share of the annual Church deficit, that had a habit of appearing with cheerful regularity at every Easter meeting. His friendship with the first Bishop of Michigan (Right Reverend S. A. McCoskry) was warm and close, and his loyalty to him unquestioned to the end. His intimacy with the cultured Doctor Thomas C. Pitkin, rector of St. Paul's for fifteen years, was constant and only closed with the death of that noted scholar. Not only did he give largely to the Church itself, but its affairs could always rely on his substantial aid for any worthy object either at home or abroad.

"Personal power was the strongest trait in Mr. Walker's character, and, coupled with a phenomenal capacity for work, was the secret of his success. He never occupied any public position, but wherever met, Mr. Walker's personality impressed every one, and he was their leader. He never spared himself and he expected devoted service from all he employed. He grasped every detail of his business and knew his men thoroughly. Warm-hearted to a degree, a loving Father and a good friend, he lived to a good old age, and, though his earlier ventures failed, he eventually achieved remarkable success. He will long be remembered both in Detroit and Walkerville for strength of character which would have made him a man of mark anywhere, and for personal qualities which attracted and held all with

whom he came in contact."

Hiram Walker always manifested a strong Christian activity. Roused to this activity by his wife, who died at a time when the financial obligations which rested on St. Paul's were particularly heavy, he continued to the end to make his church, St. Paul's and later Grace, the centre of his religious life, and also the centre of his philanthropy. In so doing Hiram Walker was writing his own biography, for the recurrence of his name in the records of the church as a contributor is an undying tribute to his loyal devotion. For twenty-five years (1868-1893) he was a vestryman of St. Paul's, sharing the burden of administration and financing with such other prominent men as Peter E. De Mill, Willard Parker, Judge James V. Campbell, Benjamin Vernor, Amos C. Hubbard, Colonel Ebenezer S. Sibley, George W. Gilbert, Edward Lyon, Robert P. Toms, William J. Chittenden, Albert P. Jacobs, Thomas S. McGraw, Theodore H. Eaton, Frederick E. D. Riggs, Cornelius J. Reilly, and William Aikman. But what was most remarkable in connection with his church generosity and activity was his desire for secrecy. He never sought prominence. To a woman who came to him, one day, on a church mission, he gave a cheque for \$1,000.00. The grateful church woman immediately began to extoll the donor's kindness, but Hiram Walker promptly told her that he gave the money on the strict understanding that his name would not be mentioned, that the cheque should be cashed and the money counted as the benefaction of some anonymous person. Such modesty seem to belong to another age.

Yet, in religion, Hiram Walker was not what is commonly known as a devotee; still less was he a bigot. He believed in public worship and had a profound respect for things sacred, but that was as far as he ever went. He always had a marked deference for other people's religious opinions. All worthy causes had his support, whether they originated within the Episcopalian Church or not. He was an Episcopalian, but above all he was a Christian. His gifts and bequests were large and numerous, but they were invariably made for

the furtherance of Christian worship and work, rather than for the exclusive benefit of any one religious denomination. He was not an ascetic, but firmly believed in the Church to be an influence for well-doing; hence his intimacy with men in the Christian Ministry who were real apostles, real moulders of character, and whose lives were examples of righteousness, honesty and probity.

Again it may be asked: What remains? Apart from his philanthropic work, his benefactions to church and charity, and his generous endowments to hospitals, there remains of Hiram Walker's strenuous career something that time will not efface from the memory of men. It is that precious heritage: A good name. Among the things that Hiram Walker prized most in his lifetime, was his reputation as a man. Engaged in a business that carried the name of "Walker" to every corner of the earth he insisted that even his product be reflective of his personality. What made his phenomenal success possible was the combination of these two powerful elements: hard work and integrity. Hiram Walker's whole life is a sermon on manhood. On the few occasions he had of delivering public addresses, his favorite theme was manhood and character; and in every one of his countless business dealings the same characteristic prevailed. It must have been a great satisfaction for Hiram Walker, on his deathbed, to feel that the sons he was leaving to carry on his work and perpetuate his name were all imbued with the same principles he had himself faithfully practiced, and that they would, in their individual careers, uphold the lofty standards of business and living which he had consistently preached.

Among the many other things to be admired in Hiram Walker's character was his philosophical way of meeting difficulties. He had a most unusual faculty of throwing off all cares when he came home in the evening. Miss Jennie Williams, the late Hiram Walker's sister-in-law, who lived with him from 1890 to his death relates that when he crossed the threshold of his residence in the evening he would forget everything of what had occurred or transpired during the day. He often said, in his later years, that on only two occasions did he worry at night; one was when his tannery burned down and he lost all he had, the other was when John McBride

left him to form the partnership of Cochrane, McBride & O'Connor.

His way of looking at things is well illustrated by an anecdote in connection with some vacant lots he owned in the district, in Detroit, where the population was largely Polish. Twice in one winter he was notified by the Court to construct several hundred feet of wood sidewalk, and twice some unscrupulous Polish citizens removed the sidewalk by night for firewood. On the third summons from the same Court to lay a third walk, someone in his household said "Well this is simply outrageous". His only reply was "I suppose if I did not own the property it would not trouble me".

On another occasion he was discussing with Hon. J. C. Patterson a certain delay in securing a bonus for the construction of the Lake Erie, Essex and Detroit River Railway. "Well", he said, "if I hadn't started that road and done as much of it as I have, I wouldn't have to seek aid from the government". Thereafter all the correspondence with the government on the subject of bonuses was conducted by his son, Edward Chandler.

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Hiram Walker also had a very ready wit. Anecdotes illustrating his sense of humour are numerous. But one thing he delighted in was "cracking a good joke." One day he was on a cruise in the "Pastime" along with Mr. Buhl, his son-in-law, Mr. "Ed" and Mr. "Frank". It was a very hot summer afternoon and soon all but Mr. Walker fell asleep. Seeing his trio of guests sound asleep, he ordered wine, liquor and soda brought up from the wine room. After the refreshments had been set on the table by Jos. Fitzimmons, he made sufficient noise to awaken the sleepers, he, at the same time, sliding into the position of one who is taking a comfortable nap. All awoke at the racket, Mr. Walker himself manifesting the greatest surprise at such a sudden awakening.

All rubbed their eyes and inquired of one another what was all the noise about. Satisfied that everything was alright, the four simultaneously gazed at the table, everyone looking at the other at the same time, either in quest of the guilty one or in a pose of innocence. Mr. Walker, embracing the whole scene at a glance, exclaimed:

"Well, Frank, you've got Jos. pretty well trained."

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H I R A M W A L K E R

His Life

His Work

by

Francis X. Chauvin M.A.

Chapter 31

Though qualified Hiram Walker never sought public favours. His reasons for refusing the glare of political limelight. Hiram Walker not a scholar but a man of much practical learning. What he read, and why. Hiram Walker and his correspondence. Unostentatious in his manner of living. Art in the 70's. His home reflective of his conservatism. His hospitality and his friends. A few names.

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Hiram Walker's natural executive ability, his profound knowledge of men and affairs, his capacity for leadership, his wide experience in business and industry, his sterling character, his breath of mind and vision, his associations and his ready wit, would have carried him far in public service, had he chosen to seek honours in the field of politics. But, curiously enough, his name appears nowhere in the national state or municipal annals of American politics. He had such a strong disinclination towards political life that, although a power in the councils of the Republican Party, he never even accepted a position on any committee of that party, either local or national.

Whether this pronounced desire to remain in political obscurity was entirely the outcome of his natural modesty, or grew out of a feeling that he was not intellectually equipped to venture into the arena of controversial politics need not be dealt with at great length. This much may be said, however, that his refusal to accept or seek public favours was not due to any indifference towards public service, nor to the absence in him of public spiritedness.

Hiram Walker was not a scholar. He was not a product of the schoolmen. He was a man of much practical learning, acquired by travel, observation and personal contact with men of science, but his academic training had not gone beyond the conservative curriculum of the common schools of Douglas, Mass. Neither was he what is generally termed a "book worm", and although the mantlepiece in his reasonably well-stocked library was adorned with the impressive inscription "Ex Libris", his reading was limited to a few volumes and periodicals on Economics, to some of Oliver Wendell Holmes' books and poems, and to Judge James V. Campbell's "Political History of Michigan". The choice of these three fields of literature is easily explained. Being chiefly interested in industry it was but natural that he should read, extensively, publications

principally devoted to science, mechanics, economics and agriculture.

As to his preference for Oliver Wendell Holmes' literary works, perhaps his personal acquaintance with the celebrated physician and writer and the liberalizing influence of Dr. Holmes' writings may have had a good deal to do with it. Clearer is the reason for his delight in reading Judge Campbell's "Political History of Michigan". His long-standing and intimate friendship with the learned Detroit jurist, his staunch Republicanism, and his responsibility in the direction of his newspaper organ, The Advertiser and Tribune, all combined to make him appreciate Judge Campbell's works.

On the whole, however, his reading was not extensive. The pressing call of business, an innate addiction to commercial affairs, an undeveloped taste for intellectual culture, all conspired to keep books, archives, libraries and collections at a distance from him. Yet the author of these lines makes bold to say that many who should be as cultured as he was would seek recognition in the "Intellectual Society", and not without some plausible chance of success.

Hiram Walker never wrote for publication. It is doubtful if he ever penned a news item for his newspaper, and it is of record that he never dictated an editorial. But he left a voluminous correspondence, and its examination proves that he possessed more than ordinary knowledge of the English language. The style is not polished - epistolary style should always be free of flowers of speech but it is clear, the expressions are forceful, and the grammatical construction is of a scrupulous correctness. His very character permeates every one of his letters, whether private or business - plainness, absolute frankness, conciseness, to-the-pointiveness. The hand-writing itself is reflective of his character - firmness and stability.

A quality which trancends, in Hiram Walker's correspondence, is

clearness. He never wrote for the pleasure of writing. His private correspondence was, in many instances, attended to by some of his assistants, generally by his eldest son, Edward Chandler, who also took care of the bulk of the business correspondence after 1890, but all communications requiring his personal attention were answered by himself, and usually with pen and ink. It is in these letters that the quality of clearness becomes a striking feature. He was so desirous of avoiding a misunderstanding that he often would repeat at the end of a letter a statement made at the beginning, adding sometimes a polite warning: "Please bear in mind" or "Please don't forget". Hiram Walker disliked ambiguity and tortuous phraseology, and, from that viewpoint, his correspondence is a shining mirror.

Hiram Walker's determination to refuse public honours was more evidently due to the combination of the two following factors: an over-conscious feeling that his intellectual culture was inadequate, and a sense of modesty which made him shun the glare of the limelight. For him to attempt to do a thing was to do it the best way possible. If a thing was worth doing it was worth being done right. As a distiller he made the best whisky that science and money could produce; as an agriculturist he blazed the way for progressive and enterprising farmers; as a manufacturer he could be contented only with the highest standards of goods, and likewise in respect of all his products. In politics he would undoubtedly have achieved a success equal to that which he achieved in business, but his ideal in connection with quality of service and his deep sense of responsibility caused him to refuse public office. This feeling, coupled with his retiring disposition, deprived the national life of United States of what might have been in it, one of its transcendent figures.

This unostentatiousness was also manifest in Hiram Walker's manner of living. The almost immoderate luxury that prevailed in United States, after the Civil War, had no charms for him. Although he attained wealth in the early 70's, the distinctive character of Hiram Walker's home was its unpretentiousness. He was a lover of art and his residence was adorned with handsome productions and works of artists, but not profusely. He was one of the projectors of the Detroit Museum of Art, and contributed generously to its establishment in 1884, but his own home exhibited none of the luxury which was so prevalent at the time among the wealthy.

But in his home there was harmony. Art is, and always was, a reflection of the times. In this regard, it is interesting to note that, in the history of humanity and civilization, the development of art always synchronized with the development of the science of philosophy. In the days of which we speak, 1870 to 1885, art was more an imitation than a creation. The development of industry and technical sciences - a development which overshadowed the development of philosophical science - made that epoch the mirror of a past age, and Detroit, which was gradually gaining its reputation of "Dynamic City" was no exception to the general trend. Hiram Walker saw the decline and contrived to combat the creative incapacity that was being manifested by bringing in his home, originality, harmony and inspiration, rather than collections of exotic works and productions, all ill deserving to be called arts. He preferred to financially assist young budding artists of Detroit, rather than discourage them by patronizing professional charlatans.

On the other hand, the hospitality of his home was boundless. As a host Hiram Walker was as much of another age as he was in character and temperament. A delightful conversationalist, he charmed his guests with his witty repartees and his "bons mots", as well as with his unpretending manners. In his home, all the warmth of his love for human kind would pour out. He was the friend, the neighbour, the man, not the wealthy nor the powerful.

But although his home was opened to all who termed themselves his friends, he was himself very particular in the choice of his personal friends. Hiram Walker belonged to that class of early people who inherited from the conservatism of the Episcopal Church, that steadiness, all round common sense and symmetry of mind that make for real manhood. In his social associations he always sought the same qualities that he was himself possessed of to such an eminent degree. Among those who could lay claim to his most intimate friendship, were Judge James V. Campbell, Hon. H.P. Baldwin, Hon. Thomas W. Palmer, Hon. James F. Joy, Rev. Thomas C. Pitkin, Bishop McCloskry, Hon. Zachariah Chandler, Hon. Sullivan W. Cutcheon, Colonel Edwin F. Conely, Hon. George V.N. Lothrop, Willard Parker, Henry B. Ledyard, W.B. Wesson, Benjamin Vernor, Clarence F. Burton, Dr. W. Duffield Stewart, W.J. Chittenden, Theodore H. Eaton, William Aikman, and hundreds of others the list of whom would include the majority of the representatives of the business and professional life of Detroit.

Among his Canadian friends may be mentioned Hon. J.C. Patterson, Minister of Railways in the Macdonald Ministry of 1878, Judge M.A. McHugh, of Windsor, Dr. John Coventry, Dr. S.A. King, of Kingsville, Hon. W.D. Balfour, of Amherstburg, Judge G.J. Leggatt, of Windsor, and many prominent politicians of Toronto and Ottawa, with whom he came contact in the course of his long and active business career.

Of the various classes of people whom he admired Hiram Walker ranked among the highest, the French Canadians. He loved their simplicity of living, their industriousness, their faithfulness to the teachings of their religion, and he loved their beautiful French language, which he read and spoke. He always had a considerable number of French Canadians in his employ, and he

regarded them as his most faithful and conscientious employees. Many there are, still living, for whom the name of Hiram Walker shall always be their happiest remembrance.

"Though dead, he speaks in reason's ear,
And in example, he lives."

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HIRAM WALKER

HIS LIFE

HIS WORK

by

Francis X. Chauvin, M.A.

Chapter 32

Edward Chandler Walker succeeds Hiram Walker as President of Hiram Walker & Sons Limited. Some of his traits. The prosperity of Canada brings a new era of prosperity to the firm of Hiram Walker & Sons Ltd. Popularity of Walker Whisky. Penalties suffered as a result of that popularity. Imitations of Walker Whiskies in United States. The fight against such fraudulent practices. Quotations from letters sent out to dealers by Hiram Walker & Sons Ltd. The sale of Walker Distillery. A short reference to this sale, and a brief analysis of the reason for it.

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The passing of Hiram Walker did not disturb the progress of the businesses he had organized in Walkerville, during his lifetime. Since 1895 he had practically ceased to participate in the management of the various enterprises he had so long been identified with, and had placed their direction in the hands of his three sons, Edward Chandler, Franklin H. and James Harrington. Although he continued to hold the office of President of Hiram Walker and Sons, Limited, his principal activity was concentrated upon a single undertaking, the Ontario Oil and Gas Company, which he bequeathed, as has been said before, to the Children's Hospital of Michigan and to Harper Hospital.

After the death of Hiram Walker, the posts he had held on the Boards of Directors of the several manufacturing and commercial companies he had started in Walkerville, were distributed among his three surviving sons, and there commenced, under this new management, another era of rapid expansion.

Edward Chandler Walker, Hiram Walker's eldest son, became President of the distilling company, after his father's death, and filled the duties of that high office until his own premature death in 1915. Tall, erect, affable, Edward Chandler Walker had many of his mother's traits. Of Hiram Walker's children it was he who resembled Mary Abigail Williams most. He brought to the office those great business faculties which were the Walker characteristics, and that pronounced perspicacity which was the Williams trait. He also maintained the atmosphere of dignity which had distinguished the institution in the past.

Under his direction the distilling business grew at a phenomenal pace, Canada was just then passing through a period of general domestic prosperity. The country was on the edge of a great expansion in her Western provinces. In need of men and money Canada obtained both in a degree that surpassed her fondest hopes. With new blood in her departments she inaugurated, in her immigration policy, business methods

that brought exceptionally good results. She set all the forces of publicity in motion in every country that was considered a potential field for immigrants; a system of free excursions for farmers to the West and a policy of bonuses to agents on every emigrant dispatched were devised and applied. The outcome of this government immigration campaign was a flood of immigrants from United States and Southern Europe, and the imperially vast spaces of the West began to be peopled. The influx of population in turn brought a flow of American and European capital, and the ultimate result was an era of hectic progress in almost every line.

Hiram Walker & Sons were well equipped to meet the increased demands of this new population (Canada's population increased 1,600,000 from 1897 to 1908.) The two-year maturing law of 1890 had caused them to erect immense warehouses, and now their storage capacity was over 5,000,000 gallons. After the abrogation of the prohibition law in the Northwest Territories a new field for the sale of the products of the distillery had opened up, but now this field had grown a thousand-fold. This coupled with the increased popularity of Walker brands of whiskies in United States and abroad occasioned Hiram Walker & Sons' already enormous trade to grow by leaps and bounds. In 1910 the Walker distillery had attained second place in Canada, in respect to size, and in foreign business it was holding first place by a wide margin.

But the popularity of the Walker Whisky found its reaction in another field. The name "Walker" could not become a by-word for quality and high grade without penalties. One of these penalties will be dealt with in the next chapter, when we shall briefly relate the conflict between Hiram Walker & Sons and the Straight Whisky interest of United States. Other penalties, however, consisted of fraudulent imitations, chiefly in United States. We shall also mention this subject in the next chapter, but we desire to direct a closer attention to the matter, here.

Only the unceasing vigil of Hiram Walker & Sons saved Canada's reputation, so far as standard and quality of product are concerned.

It may be stated, at the outset, that Hiram Walker & Sons have the exclusive legal right to use the word "Club" in labelling their goods. But early in the nineties it was discovered that other "club" whiskies, advertised as manufactured in Canada, had surreptitiously found their way to American homes. For several years Hiram Walker & Sons fought, single-handed, that bold fraud. The firm maintained a number of secret agents in United States, and as "fakers" were discovered, they were apprehended and brought to trial in the courts of the country. But, after a few years' experience, this was found to be inadequate means of dealing with the culprits.

In 1900 a new method was adopted. If it were impossible to stop this fraudulent traffic by appeals to the courts, Hiram Walker & Sons determined to put an end to it by warning the public. From that time on when evidence was in hand that spurious liquor was being sold in any locality, the fact was immediately advertised in all the papers of that particular locality. In this manner the swindled public, upon whom the retailers of fraudulent whiskies depended for their trade, was protected from harm, and incidentally the injury to the name "Walker" very materially lessened. In addition to these newspaper advertisements, circulars were sent out giving facsimiles of the genuine CANADIAN CLUB bottle, and, at the same time, illustrating the faked goods. A circular dated June 1, 1900 contained illustrations of forty-two imitations, all of which were sold in United States as the genuine product of Canadian distillers.

This publicity curbed, to a considerable extent, the illicit trade which a large number of American concerns practiced, but, by way of retaliation, some of the more ingenious retailers came back with a new advertising scheme. They carefully omitted to state by whom, or where the liquor they sold was made, but they labelled their whisky, "CANADIAN PROCESS". Again Hiram Walker & Sons, solicitous of their personal good name and of Canadian reputation, met the new attack with

boldness and determination. They denounced the practice and demonstrated that there was "no such thing as a Canadian Process of making whisky". The circular continued:

.....we never heard the term until a few years ago. It is never used in Canada, nor, so far as we can discover, is it used in any other country than the United States. As we have before said, its use there began when, after a few years of exposure, we had made the fraud of calling American whisky "Canadian Whisky" unprofitable."

In the same circular, which bears date of August 1, 1902, Cincinnati is mentioned as a centre where "Canadian whiskies were compounded over night behind bolts and bars", and the firm of Iler & Co. of Omaha, is singled as one of the guilty parties defrauding the innocent American public.

In 1906, there was passed, in United States, what is known as the Pure Food Law. This law was hailed by Hiram Walker & Sons with great satisfaction. They hoped that it would put an end to the illicit trade which they had, for years, endeavoured to expose. We shall see, in the next chapter, how, on the contrary, the new law was seized upon by certain interests in the South and made an arm with which to kill "Walker" reputation in United States. The law may have had a salutary effect in some respects, but it did not stop the fraudulent practices of which Hiram Walker & Sons complained. In 1907, these practices had grown to an alarming proportion. Kept informed of the doings of the fakers by their secret agents, Hiram Walker & Sons sent out, in January 1908, a registered letter to every dealer who was retailing "the pretended Canadian whiskies". The letter read, in part:

"We are informed that you are selling a spurious Canadian Whisky described hereunder.

As the proprietors of "Canadian Club", the brand of Canadian Whisky undoubtedly best known and most extensively used in United States, we regard all such fraudulent goods as detrimental to our interests, to say nothing of the fact that they are an imposition upon the public. We are therefore determined to do everything in our power to suppress their sale."

"We do not wish this letter to be taken as a threat if you are unaware of the true character of the goods referred to, in which case you will of course be grateful to us for putting you upon your guard; but inasmuch as we are almost daily sending out many of these notices, and hardly one in a hundred is replied to, we are forced to the conclusion that the vast majority of those who sell the fraudulent whiskies know what they are doing. Under such circumstances it is best that we should speak plainly at once."

The letter ended with a description of the faked whisky which the dealer addressed was selling, and in it was enclosed a printed circular giving the names of all the fraudulent whiskies sold in United States as "Canadian Whiskies", together with a list of the registered Canadian distillers from whom genuine Canadian whisky could be secured.

But despite these constant and costly efforts, Hiram Walker & Sons never fully succeeded in stamping out the practice. That they had some measure of success, however, is shown by the fact that hundreds of letters were returned to them marked "CLOSED", meaning that the establishments in which the spurious liquor had been dispensed had closed their doors, no doubt as a result of the publicity raised against them. Even to this day, these dishonest and fraudulent practices are resorted to in United States.

The writer's reason for giving the above brief historical sketch of the fight carried on by Hiram Walker & Sons against dealers of faked Canadian Whiskies in United States is that fifty years of history was the motive that prompted the action. The single and foremost thought in the mind of the firm of Hiram Walker & Sons was the protection of a good name, the safeguarding of its identity, and the upholding of the honour attached to it.

Now that we are coming to a new phase in the history of the Walker distillery, this last statement acquires a significance which perhaps a mere narration of chronological events would not bring out with sufficient force.

Within the last few days (we are writing this on January 27th, 1927), the distillery of Hiram Walker & Sons has passed into new hands. With this sale sixty-eight years of history are brought to a close. During the last few years--and more particularly since the Great War--Whisky distilling has not been the business that it was formerly, even ten years ago. Changes in the social life of the nation, the ascendancy of the principle of prohibition

in many countries, many ills surging from prohibitive policies that were meant to correct evils, all combine to place distilling of spirituous liquors in a new and perhaps false-light, in the eyes of certain classes of society. This new light--which in some quarters is the work of doubt, suspicion and ignorance of fact--is the principal factor in the sale of Hiram Walker & Sons distillery.

The Walker conception of honour is a tradition in the Walker family. this tradition has not lost of its purity, even if it has descended down the long course, on American soil, of two and three quarter centuries. It is still, as ever before, the controlling influence, the directing motive, the acting force.

The present heirs to the Walker tradition have given their responsibility a new measure of weight. They see, everywhere on the continent, and even in Europe, influences arising which divide society into two camps: the one, indiscriminate in its obstinacy to place all manufacturers of alcoholic spirits among the conspirators against social order and the law violators; the other, more liberal perhaps, but still suspicious lest the question should be lifted from the economic field. These heirs' very nature forbids their viewing the work of these influences with a feeling of indifference. Conscious of the fact that the firm of Hiram Walker & Sons is not responsible for the conditions now existing in the liquor traffic--conditions that no one deplores more than them--they cannot bear to see their reputation suffering from the slightest suspicion.

The transaction which removes the firm of Hiram Walker & Sons Limited, from a field in which it has held a conspicuous and honourable place for so long, marks a new feature in the history of Canadian industrial life. It records the change in ownership of an institution which is flourishing because of its legitimate business methods, and which discontinues its operations under its former ownership, because of a moral impression in certain

minds, that its existence is illegitimate.

We shall touch on this subject again, in the concluding chapter.

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H I R A M W A L K E R

His Life

His Work

by

Francis X. Chauvin, M.A.

Chapter 33

Export Trade. Canadian Club introduced in United States in 1884. Conditions in United States at the time. The meaning of the term "whisky". What is "Canadian Club". Fusel Oil and the American Mind. A question of delusion. The Pure Food Law in United States. Its effect on the whisky trade. Hiram Walker and Sons in a legal fight. The protection of its name and reputation and the efforts of American rivals against it. The battle is carried through United States courts and finally to the President of United States. Vindication of the Walker Stand. What constitutes Good Will. Hiram Walker's Limited, acquires control of Hiram Walker's & Sons.

One of the most important contributing factors to the tremendous volume of business done by Hiram Walker & Sons, Limited, as distillers has from the early days of the foundation of the distillery, at Walkerville, been the export trade. This trade extended to every civilized country of the world, but among the leading importing countries was United States, especially from 1884, when Canadian Club Whisky was first introduced there, until the passing of the Volstead Act a few years ago.

It may be pointed out here that Canadian Club Whisky is the only whisky exported by Hiram Walker & Sons, Limited. The reason for this is obvious. With only one brand of whisky on the foreign markets the safeguarding and protection of the Trade Mark is much easier.

Prior to 1890, the foreign business of the company was looked after by agents especially appointed for that purpose. This practice is still in vogue, although a branch has been maintained in London, England since 1890. Until the advent of prohibition in United States, offices were also maintained in New York, Chicago, Milwaukee and Detroit, but since the coming into force of the Volstead Act, these offices have been closed.

In view of the fact that what is being referred to here as the Whisky War centred chiefly around Canadian Club Whisky, a brief description of that brand of liquor will find its natural place in this chapter.

It may be well to state beforehand that the term "whisky" is universally accepted to mean a grain spirit made potable by the addition of water. Technically, whiskies are divided into three general types; the Straight Whisky, the Blended Whisky, and the Rectified or Redistilled Whisky.

Straight Whisky is a whisky made of High Wines, and since High Wines are unfinished grain distillates - that is raw, unpurified and unpotable spirits, it follows that Straight Whisky contains a certain amount, often-times considerable, of Fusel Oil, which, as everybody knows, is a poisonous

substance. Blended Whisky is a mixture of Straight Whisky and Redistilled Whisky. It also contains a certain amount of Fusel Oil, though lesser than appears in Straight Whisky. Rectified or Redistilled Whisky is made of Neutral Spirit and Neutral Spirit being a finished grain distillate, very high both in strength and purity, Rectified or Redistilled Whisky is whisky in its purest form.

Canadian Club Whisky is a Redistilled Whisky of the highest grade. The quantity of alien matter in it is negligible. The secret of its merit lies in the two following conditions of its manufacture: First, the practically complete elimination of Fusel Oil; Secondly, the preservation of a good deal of the grain flavours. This result is obtained by a lengthy process of distillation and through a long period of maturation. Two distillates of opposite character are made: one having grain flavours and a very small amount of Fusel Oil the other having no grain flavours or Fusel Oil. These two distillates are then combined in proportions that insure uniformity of flavour, water is added and the mixture - it is called mixture because of the addition of water - is placed in oak casks to mature for at least five years.

At the time this high grade of whisky was introduced in United States, there existed in that country a situation of peculiar character. Users of whisky in United States had been drinking, under delusion, and for a great number of years, whiskies that contained Fusel Oil, American whisky manufacturers had been under the impression that the ageing of whisky eliminates nearly all the Fusel Oil, a substance which, as had already been said is poisonous. The people had been taught to regard Fusel Oil as a poison, and the assurance that no trace of that "deadly poison" appeared in the whisky they were drinking was comforting indeed. It will later be seen how this delusion produced a reaction in a whisky market. In the meantime the impression that ageing suppresses all poisonous matter

in whisky had caused the whisky interests of United States to obtain, from Congress, important concessions for their product; in fact, it had caused them, in 1880 to be legislated into prosperity.

A few years afterwards Canadian Club Whisky made its appearance on the American Market. At first the recognition of its merit was slow. But it gradually gained ground, despite a tariff against its entry into United States of 42 cents, and later 48 3/4 cents, a bottle, and in time became a most popular brand in American homes. Its popularity grew to such a height that unscrupulous dealers tried to bolster up their illegitimate trade by imitating Walker labels. They flooded the country with a new and cheap whiskies which they represented to the unsuspecting American public as the genuine products of Hiram Walker & Sons, or other Canadian Manufacturers. A large number of whom existed only in the imagination of the dealers. The effect of that piracy was enormous. In a single year Hiram Walker & Sons' trade in United States dropped thirty per cent. Only through unceasing vigilance and the maintenance of an extremely expensive detective system was this brazen theft of a good name partly arrested, and the restoration of a legitimate traffic effected.

Hiram Walker & Sons' experience with the American Whisky "fakers" very naturally brought them to regard the passing, in 1906, by the Congress of United States, of the Pure Food Law, as a blessing. They expected, and rightly so, that the enforcement of that law would protect them against the dishonest practices which they had combatted single-handed, for several years, and that it would save them from further encroachments upon their rights as manufacturers of a high standard of goods. They had an implicit faith in the sincerity of the officials who were entrusted with, and responsible for, the application of that law.

Within a few months after coming into force of the Pure Food Law, a rumour reached the offices of Hiram Walker & Sons, Limited, at Walkerville,

Ontario, to the effect that a movement was being set afoot in Washington, the immediate object of which was to legalize what had been regarded, heretofore, as a dangerous beverage, a beverage entirely injurious to health. The rumour was treated lightly at first. It meant such a complete reversion of time-honoured practices that no-one would give it credence. But it became so persistent that, at last, it was found necessary to investigate its basis. One of the Directors of Hiram Walker & Sons, went to Washington, and to his utmost surprise, here is what he found out.

When it was discovered that ageing did not eliminate Fusel Oil from Straight Whisky, the makers of that kind or type of whisky looked aghast at one another. It was a revelation most alarming for them. For years the public had been taught to abhor all whiskies containing Fusel Oil, and now that same public were being told that, during all these years, they had been imbibing a poison. The revelation meant a complete discredit of the Straight Whisky Distillers' product, and the inevitable ruin of their business. Something had to be done to save the situation. The only course to take, in order to nullify the effects of the woeful discovery, was to declare, or cause to be declared legal, a whisky which up to that date, had been regarded as an injurious beverage, containing a "deadly poison". The course was a bold one, for all who were responsible for the passing and enforcement of the Pure Food Law, had previously taken the strong attitude before the American public, that whisky must be free from Fusel Oil before being offered for consumption. Since it was now known that age does not remove Fusel Oil from Straight Whisky, the attempt to make that brand of whisky the only legal one in United States was, to say the least, a contempt of the people, a perversion of the Pure Food Law, and a disregard for measures designed to protect public health.

But the Straight Whisky fellows had lobbied effectively; for Hiram Walker & Sons' delegate to Washington was officially informed that the interpretation now being given of the Pure Food Law deprived Neutral Spirit Whisky of statutory recognition in United States. No judicial discussion of the Act was permitted; all legal opinions were barred; and no hope for redress against such a grieved wrong was extended.

There arose from this autocratic decision a controversy which finally culminated into what is termed in this chapter, the "Whisky" War. Having enlisted the then powerful and influential concourse of Dr. W. H. Wiley, Chief Government Chemist, the Straight Whisky Interests scored a first victory by obtaining from Solicitor General Bonaparte, a finding that confirmed their claim that the only genuine whisky was the one containing all the Fusel Oil of the original distillate, that is High Wines. Volumes of correspondence were exchanged, but to no effect. Finally matters reached a pass which must have filled the Kentucky distillers of Straight Whisky with gleeful enthusiasm.

In April 1908, without a word of warning; without a reply to the arguments advanced by Hiram Walker & Sons' counsels - Hon. Joseph H. Choate, former American ambassador to England, and Alfred Lucking, of Detroit, without trial before judge or jury; and without a hearing of the case by the officials administering the Pure Food Law, Canadian Club Whisky was peremptorily refused admission into United States.

This caused a sensation at Hiram Walker & Sons' offices, and, pending a necessary hearing at Washington, permission was asked by the firm to fill their normal orders, pledging themselves not to promote sales until the case should be heard. This legitimate request being refused, Hiram Walker & Sons appealed to the United States Courts for redress. The courts realizing that a gross injustice was being done, granted a temporary injunction.

Now, to bring the case before the Courts it was necessary that a seizure of Canadian Club Whisky be made. Since Canadian Club is whisky of uniform quality, it is evident that the seizure of one bottle, any place in United States would have been sufficient. But this is not what occurred. In all 5,898 cases, on which \$31,000 had been paid to United States Customs, in duties, were seized in nine different cities. Detroit being Hiram Walker & Sons' headquarters in United States, suffered the most heavily, 5405 cases being seized there in one lot. The other cities in which seizures were made, were New York, Newark, Philadelphia, Pittsburg, Jacksonville, Milwaukee, St. Paul and Minneapolis. Several months later 5,300 of the cases seized in Detroit were released, it having occurred to someone in authority that such an enormous seizure would be looked upon with disfavour by the Courts.

This was the situation when the then Solicitor-General, Mr. Lloyd Bowers, acting upon instructions from former President W. H. Taft, began a thorough inquiry into the whole whisky controversy. Hiram Walker & Sons were represented at this inquiry by Hon. Joseph H. Choate, of Washington, and by Alfred Lucking, their Chief counsel in Detroit. The time occupied by the hearing extended to nearly three weeks, a large number of experts, chemists and pharmacists being called to testify.

A full review of the evidence adduced by the two sides would be too long in a chapter the purpose of which is merely to record the bare facts with reference to a controversy which attracted continent-wide attention, and in which Hiram Walker & Sons were one of the principal parties. The question involved is, we think, clearly given in the foregoing paragraphs. It will now be sufficient to place on record the decision rendered by President Taft. The following extracts from the President's decision will show its nature:

"A very full hearing was had before the Solicitor-General.... He found from the evidence that WHISKY, as a term of the trade for many years, included much more than Straight Whisky: that it included Rectified Whisky, Redistilled Whisky....

"Because of the importance of the case, I have thought it necessary to read with care the entire evidence adduced....

"Whisky, for more than one hundred years, had been the most general and comprehensive term applied to liquor distilled from grain Its flavor and color have varied with the changes in the process of its manufacture in the United States, Ireland, Scotland and England..... The efforts of those engaged in the manufacture were directed toward the reduction of the amount of Fusel Oil in the product.....

"This was effected for a great many years by passing the distilled spirit through leaching tubs of charcoal.... and subsequently, rectification was followed by another step, i.e. redistillation....

"It was supposed for a long time that by ageing of Straight Whisky in the charred wood a chemical change took place which rid the liquor of Fusel Oil.... It now appears by chemical analysis that this is untrue; that the effect of the ageing is only to dissipate the odor, and to modify the raw, unpleasant flavor, but to leave the Fusel Oil still in the Straight Whisky...

"After an examination of all the evidence, it seems to me overwhelmingly established that for a hundred years the term WHISKY in the trade and among the customers, has included all potable liquor distilled from grain".

The decision could not have been more emphatic. "Whisky", in the words of President Taft, includes "all potable liquor distilled from grain". It not only restored to Hiram Walker & Sons the good name that had been unjustly attacked by less successful rivals, but it prevented the establishment, in United States, of a monopoly "beside which" to quote a pamphlet published at the time by Hiram Walker and Sons, "the most execrated Trust in the world would seem benevolent".

This story of the "Whisky War" acquires a new importance at this time. In presenting for sale to the public an issue of 160,000 shares of their shares, the new owners of Hiram Walker & Sons, Hiram Walker's Limited, make the following statement:

"Nothing is carried on the books of Hiram Walker & Sons, Limited, for Good Will, although the consistent advertising of the Company's products for a great number of years, the world-wide reputation of its products, and the ownership of very valuable trade-marks and trade-names represent a real asset of great value".

Good Will is, in many instances, perhaps an institutions' principal asset. Physical assets would have no other than their intrinsic value without Good Will. Good Will is a moral asset, the value of which is seldom expressed in concrete terms, but which, nevertheless, is the real foundation stone of any business.

Hiram Walker & Sons' Good Will is made up of sixty-seven years of national and international fame. It has endured the test of time, it has lived through crisis, repulsed attacks, thwarted plots and machinations, and it is now passing into new hands, strong and invulnerable.

This strength and invulnerability is the fruit of vigilance, such as is illustrated in the "Whisky War", and in the conflicts with imitators across the border. It is said that a business seldom lasts beyond three generations. It is true in the case of the business founded by Hiram Walker in 1858; but the name Walker shall forever live, and the wish of the writer of these lines is that it shall always remain the symbol of honour, quality and integrity.

H I R A M W A L K E R

His Life

His Work

by

Francis X. Chauvin M.A.

Chapter 34

Edward Chandler Walker president of Hiram Walker & Sons. He dies in 1915 and is succeeded by Franklin H. Walker who is in turn succeeded by James Harrington Walker in 1916. The Partnership of E. C. Walker and Brothers; its origin and mode of functioning. How Walker Assets are handled. Walkerville Construction Company. Harrington died in 1919. His son, Harrington E. Walker succeeds him as President. Walkerside, Limited - a model dairy farm. Disposal of property in Detroit. The Garden Court Realty Company. Kerr Engines, Limited and the Walkerville Fire Department. Sale of the latter to the Town of Walkerville in 1923.

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Chapter 34

Edward Chandler Walker remained President of Hiram Walker and Sons until his death, March 11th, 1915.

A man of unusual attainments, liberal, generous and public-spirited, he left an indelible mark upon the community. He made Walkerville his residence nearly all his life. From 1859 to 1864 he lived with his parents in "The Cottage" and later from 1878 until his demise. Born in Detroit he became a Canadian citizen in early life, and after living in The Cottage for many years, took possession in 1906 of "Willistead", at the time one of the finest residences in Canada. He died in Washington D.C., whither he had gone for a change of scene, with his wife, Mary E. Griffin. His body was brought back to Walkerville by special train and was buried in St. Mary's Cemetery. His funeral was one of the largest ever held in Walkerville. Being Honorary Colonel in the 21st Essex Fusiliers, a military escort was provided, and the service was the solemn religious ceremony of the Anglican Church.

A great lover of Art, especially Music and Paintings, he spent nearly a fortune in collecting works of merit and value. Almost all the beautiful paintings in Hiram Walker and Sons' Offices are his selections, and the Detroit Museum of Art, of which he was Director for many years, owes much to his unbounded generosity. Although estimates must of necessity be arbitrary, a conservative estimate of the oil paintings, engravings, water colours, prints, etchings and portraits in the corridors, various rooms and private offices, at Hiram Walker & Sons, would place their market value at from \$75,000 to \$80,000. His personal collection, which is now in Washington, at his widow's home, is reputed to be worth a quarter of a million.

At the time of Edward Chandler Walker's death, his two surviving brothers, Franklin Hiram and James Harrington were living in Detroit, and Mrs. Walker

having declared her intention of removing to Washington, "Willistead" became vacant. Mrs. Walker, however, was left an interest in the residence, the residue of the estate of E. C. Walker being divided between Franklin H. and James Harrington. A few years later the heirs of the E. C. Walker estate decided to honour the memory of their departed brother by giving this fine and spacious residence to the Town of Walkerville for municipal offices. Mrs. E. C. Walker's consent to that course having been obtained the property was duly transferred in 1920, one of the conditions of the gift being that no alterations to the building should be made without the approval of the heirs. At the entrance to the beautiful 14-acre grounds and on the front of the building, bronze plaques commemorate this magnificent donation. "Willistead" will ever stand as a monument to E. C. Walker's conception of art and beauty, and to his heirs' love and generosity. No town in Canada, or perhaps on the continent, can boast of such magnificent municipal buildings and grounds.

Franklin Hiram Walker's term as President of Hiram Walker & Sons Limited, began with the death of Edward Chandler Walker, and ended with his own death, June 17, 1916. Suffering from gout, Franklin H. Walker had retired from social life nearly six months prior to his death. After this painful malady visited him, his greatest enjoyments were to spend many of his days and part of his evenings at the home which he had built for Mr. Jos. Fitzimmons, on 3rd Concession Road, in the Township of Sandwich East, where he also had a chicken farm. It was there that in the afternoon of June 16, 1916, he was stricken with a cerebral hemorrhage. He was immediately removed to his residence in Detroit, where he died the following morning. His body lies in Elmwood cemetery, in Detroit.

His successor as President of Hiram Walker & Sons, Limited, was his brother, James Harrington Walker. He remained until December 16, 1919, the

day upon which he died, in New York, being then in his sixtieth year. James Harrington Walker was, at no time of his life, in robust health. Suffering from internal troubles from his youth, he was taken from life at a comparatively early age, when he had yet given to the business he was engaged in, and to the world, only part of what his mental faculties and power of vision had given hope for. An Oil Portrait of him, by C. B. Pereira, hangs over the mantle piece in the Board Room of Hiram Walker & Sons Limited. Visitors to the Walker Offices invariably inquire who conceived the plans of these offices. The answer to that question is given by pointing to that Oil Painting in the Board Room.

James Harrington Walker was succeeded in the office of President of Hiram Walker & Sons, Limited, by his own son, Harrington E. Walker, who had as assistants on the Board of Directors, the following Gentlemen, all of whom resigned, when the transfer of stock was made to the new owners:

Hiram H. Walker, Vice-President and Treasurer; F. Caldwell Walker, Director; William H. Isaacs, Director and Assistant Managing Director; H. A. Springle, Secretary and Director; H. R. Dingwall, Director and General Superintendent; E. F. Ladore, Director and Assistant Secretary; Albert Lund, Director, Resident of London, England; Clement King, Director; Chas Hilton, Director; Miller Lash, Director; and C. W. Isaacs, Assistant-Treasurer.

It may be appropriate here to refer to a phase in the management of the Walker interests which has so far failed of mention. Prior to 1895, all the farms, the lumber and planing mill, the blacksmith shop, the fire department, the fire alarm system, the night watch service and the insurance business were handled by a partnership known as Walker Sons and Company. The shares in this partnership were equally divided among Hiram Walker and his three sons - one-quarter each. After Hiram Walker had deeded and transferred all his

interests in Detroit and Walkerville to his children, the name of the partnership was changed to Walker Sons. But this partnership, in addition to the businesses enumerated above, also held a number of securities, bonds and stocks. In 1914, pursuant to a decision arrived at in common consultation, it was deemed preferable to alter this method of administration, and to form a separate partnership which would act as the holding company of all the securities. This partnership is known as E. C. Walker and Brothers.

One of the stipulations of the agreement of partnership was that upon the death of a partner, the executor of that partner should take his place in the partnership. As a result the partners have changed from time to time. At present the partners in E. C. Walker and Brothers are: The Detroit Trust Company, acting as Agent for Countess Manfred Von Matuschka, only daughter of Franklin H. Walker, by his marriage to May Holbrook; the James Harrington Walker Estate, Harrington E. Walker; Hiram H. Walker, and Frank Caldwell Walker. All the revenues from securities, stocks and bonds, such as interests, dividends, etc., are paid to E. C. Walker and Brothers, and distributed by that partnership to the various partners, in proportion with each's respective holdings.

In as much as the partnership of E. C. Walker and Brothers did not include the other assets hitherto handled by Walker Sons, namely the farms, and the other enterprises mentioned earlier, it became a necessity to place them under a new organization. Hence, on January 31, 1916, a new company was incorporated under the name of Walker Sons, Limited. This company has a capital of \$750,000, and is still in operation, having since the date of its formation grown into a very large corporation.

Among the holdings of the partnership of E. C. Walker and Brothers was a large percentage of the assets of a company designated under the title of the Walkerville Light and Power Company.

In 1916 also, another company was organized under the name of the Walkerville Construction Company, Limited. This company was chartered November 11, 1916, and has a capital stock of \$40,000. Its formation was the outcome of the growth of the Walkerville Water Company, an enterprise which was known, prior to 1902, as the Walkerville Gas and Water Company. The expansion of the Walkerville Water Company rendered it advisable in 1916 to separate its activities and place each in its respective province. Thence forward, consequently, the Walkerville Water Company remained in its own field as a public utility, whereas the Walkerville Construction Company assumed the work of constructing watermains and other allied services. The latter company has since gone beyond its original purpose and is bidding on contracts in outside municipalities. It is one of the many prosperous business organizations of which Walkerville is justly proud.

It may be stated here that until 1909, light and power service in the Town of Walkerville was supplied by Hiram Walker and Sons Ltd. In the summer of 1909 it was considered advisable to organize a separate company to take over, from Hiram Walker and Sons, such equipment as they possessed for light and power purposes. The company was organized in the August of that year and duly incorporated under an Ontario Charter, with a capitalization of \$50,000.

The original directors of the Walkerville Light and Power Company were E. C. Chandler Walker, S. A. Griggs, J. Harrington Walker, Harrington E. Walker and Hiram H. Walker. Its officers were: J. Harrington Walker, President; S. A. Griggs, Vice-President; Harrington E. Walker, Secretary and Treasurer, and Hiram H. Walker, Manager. Mr. Hiram H. Walker was subsequently succeeded as Manager by Mr. F. L. Murphy. The company carried on business with a capital of \$50,000 until 1913, when the capitalization was increased to \$100,000.

In 1914 the plant and equipment of the Walkerville Light and Power Company, Limited, was sold to the Ontario Hydro Electric Commission for \$63,045.85. At the time of this sale, 91 per cent of the stock of the company was held by the partnership of E. C. Walker and Brothers. The other shareholders were: Hiram H. Walker, Harrington E. Walker, Franklin H. Walker, James Harrington Walker, S. C. Robinson, now Member of Parliament for the constituency of Essex West, W. H. Isaacs and S. A. Griggs.

In 1922, another institution was added to the many Walker enterprises. It is Walkerside Limited, a company with a capitalization of \$500,000. This is perhaps one of the largest dairy farms in the Dominion of Canada, but from the viewpoint of up-to-dateness and general equipment, it is unquestionably supreme. This farm is located on Third Concession, in Sandwich East, and is, in every respect a model dairy farm. Only pure-bred cows are kept. The milk from these cows is sold in the Border Cities and in the surrounding communities, but on account of its high quality and purity, its price on the market is higher than the ordinary milk. However, the milk business of Walkerside, Limited, is not confined to the produce of the dairy farm. A large percentage is milk bought from outside sources and distributed locally, through the distributing plants at Walkerville, on Monmouth and Walker Roads, and by the sub-station at Sandwich.

Adjoining the dairy farm to the east is the famous Walker Orchard of 6000 apple trees, whence thousands of barrels of the finest apples are shipped yearly to the larger centres of Canada and to England.

Among the smaller interests held by the heirs to the Walker Estates and legacies, are shares in Kerr Engines, Limited, the second oldest manufacturing business in Walkerville. This is really a Walker enterprise, started with capital furnished by Hiram Walker. Although in existence, in a small way,

prior to that date, Kerr Engines, Limited, was not incorporated until 1890. The capital stock of the company is \$100,000, of which \$67,200 is paid up. Its chief purpose is the manufacture of valves, hydrants, and other allied steel and cast iron products. It is a going concern, in which the estate of the late James Harrington Walker is a shareholder.

Of the Detroit landed properties held at one time by Hiram Walker, or his heirs, little is left. On the other hand, the Garden Court Realty Company, of which Mr. Harrington E. Walker is President, is justly regarded as typifying Walker enterprise. The Garden Court Apartments are unquestionably one of the finest of its kind in the City of Detroit. The building is located on the South East corner of Joseph Campeau and Jefferson Avenues, and is an imposing structure. The only other property held by a Walker concern is the one owned by Walker Sons, Incorporated, a Michigan Corporation, at the foot of Jos. Campeau Avenue, for the use of the Walkerville and Detroit Ferry Company.

The Greenfield Township property, on the Seven Mile Road, in Detroit, which was secured by the sale of a boat named the "Urania", which Walker Sons and Company took as part payment from the Lake Erie Navigation Company, on account of a debt, has all been disposed of. This property first belonged to Walker Sons & Company. Later it passed into the hands of Walker Sons, and then was transferred to Walker Sons, Incorporated.

Another change in the ownership of the Walker institutions occurred in 1923, when the Town of Walkerville purchased the Fire Department. Until 1919 this service had been maintained by the Messrs Walker. In that year the town started to contribute to its maintenance, although civic officials exercised no control over it. After four years of that regime the City Solons realized that such a necessary and indispensable utility as a Fire Department should be owned and managed by the city itself. The purchase was made July 1, 1923, and the price paid was \$16,000, which did not cover even half the cost of the equipment.

Walkerville, October 18, 1926

Memo for Messrs. Harrington and Hiram Walker:

Some time ago Mr. Hiram Walker asked me to find something about the origin of the name Walker. In compliance with this request I have made some searches, and the attached is the result.

I can enlarge upon this and no doubt could make a very interesting chapter out of it. What is your wish?

Respectfully submitted:

F. X. Chauvin.

Walker -- The Origin of the Name

The name of Walker is associated with the cloth trade in England.

Until about the middle of the fourteenth century nearly all the English wool was exported to Flanders, to be there made into cloth. This exportation of English wool was forbidden by the Statutes of Edward the Third, thus giving birth to the manufacture of cloth in England.

Unfortunately English weavers proved incapable of supplying the English nation with sufficient cloth, and consequently foreign cloth weavers were invited from other countries. There was an immediate influx of Flemish weavers, and with them came the actual beginnings of the manufacture of woolens in England.

From the manufacture of woolens in England three surnames have emerged: Walker, Tucker, and Fuller, every one representing the fullers of the cloth manufacture in his particular geographical area. For instance the Tuckers are the fullers of the Southwest of England, and the Fullers are the fullers of the counties on the South Eastern coast of England.

As for the Walkers they are principally represented in the midland counties of Derbyshire and Notts, but are also numerous in the northern counties of Yorkshire and Durham. In Scotland the name is well represented, particularly in Dumfries, but only a few are found in the extreme north.

The name Walker is derived from the Anglo-Saxon word "wealcere", which means a fuller. Walker is synonymous with Tucker. In a statute of Queen Elizabeth a fuller is referred to as "Cloth-Fuller, otherwise called Tucker or Walker". The early fashion was to tread out the cloth; and even now in north of England, fuller's earth is called "Walker's Clay".

Walker, Origin of Name - Page 2

Other examples of the origin of names from occupations, I might say, are found in the Webbs, the Webbers, the Websters and the Weavers, all representing the weaving trade in England. In like manner the dyers are represented by the surnames of Dyer and Lister.

Walker, therefore means fuller, which in Anglo-Saxon is called "wealcere". The name comes from the occupation - a fuller in the cloth trade.

HIRAM WALKER

His Life

His Work

by

Francis X. Chauvin, M.A.

Chapter 35

Society has changed. Mention of some of the changes in the last quarter of a century. Where is civilization headed for? Prohibition - an economic issue arising out of the Great War; never a moral issue in Canada. Rum-running and boot-legging. Manufacturers associated with law-breakers and classed as immoral parasites. The situation in United States. Canada reputed purveyor for United States. The resultant impression. The motive for selling Hiram Walker and Son's distillery an ethical one. Loyalty of the staff. Harrington E. and Hiram H. Walker. What an anonymous writer thinks of them.

The End.

Chapter 35.

We are living in a period of rapid changes. Since Hiram Walker left this earthly planet for the great beyond, twenty-eight years ago, society has been completely transformed. The growth of luxury; the quickening pace of business; the constant shift of fashion; the increasing share of women in education and industry; the readjustment of theological creeds and the tendency toward their unification; the progress of science and invention; all these have almost completely changed the social structure. What can we now expect?

This is a question which serious-minded men ask themselves. Where is society headed for? Systems that were new at the beginning of the twentieth century are now obsolete; and the tendencies of today will be antequated before two decades shall have passed. Whether there is a direct filiation in the economic laws that influence this rapid evolution of society is a matter the solution of which challenges the minds of the best thinkers and students. With modern civilization constantly putting on new frills, displacing old virtues, sometimes sponsoring a mushy sentimentalism, at other times evincing a hard sense of realities, men find difficulty in relating cause and effect. And yet it is that very faculty that men should develop.

In a preceding chapter we have attempted to establish the motive for the sale of Hiram Walker & Sons' distillery, at Walkerville. We attributed the sale to a desire on the part of the present heirs to the Walker tradition to maintain the integrity of their name. It was, in a certain way, relating cause and effect. But how is the integrity of the name "Walker" affected by any change of public opinion? That is what we shall now proceed to demonstrate.

There has grown out of the Great War a sentiment that since has been effectively capitalized by certain social forces. During the War whisky-distilling was prohibited for a period of two years. The reason alleged for this course was that the grains used in whisky-making should be used, instead, for feeding the soldiers at the front, and the hunger-suffering populations of impoverished Europe. There arose from this prohibitive action, an idea fostered and nourished by so-called social reformers, that whisky-making is an economic ill, and that whisky-

drinking is a violation of economic laws. Prohibition forces throughout the land pounced upon the idea, exploited it, jammed it into a nervous-wrecked, susceptible people, and seven provinces of Canada enacted legislation prohibiting the sale of malt liquors, and their consumption in public places. Prohibition was hailed as the salvation of the country, and all associated with the whisky trade, either as manufacturers, or distributors, regarded as immoral parasites, clogging social and economic progress, and demoralizing a population suddenly transformed into the most purest among Simon Pures. The halls of our legislative assemblies became the meeting-places for professional lobbyists who pressed for increased restrictions and demanded extreme penalties against the law-breakers. In press and pulpit we read and heard fulminations against the whisky trade, but very little of temperance. The people were not taught to practice temperance; but rather, they were asked to desecrate all who had anything to do with whisky, whether as manufacturers, sellers, or consumers.

But prohibition gave rise to another game; that of rum-running, bootlegging and blind-pigging. People will drink. If they cannot secure liquor legitimately and legally, they will obtain it illegally through illicit channels. The introduction of prohibition in United States made the business of rum-running and bootlegging a most profitable one, and those engaged in it became the target at which the prohibition leaders fired their fulminating eloquence, and their denunciatory tirades.

In this they were right; but their great zeal made them forget that excellent virtue which is called "Charity". It was their privilege to denounce the law-violators and educate public opinion to look upon them as despicable characters, subversive elements in the social order; but it was uncharitable to associate all manufacturers of whisky with rum-runners, boot-leggers and blind-piggers, thus casting suspicion upon the honour and integrity of names, soiling reputations and injuring character.

The impression is now almost general that whisky-manufacturers and rum-

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runners are associates; that the ones are the concomitants of the others, all leagued together for the purpose of law-violating, treaty-breaking and gold-seeking. It is that impression that makes whisky-making a different business from that which it used to be. It is that impression that prompts the present bearers of the name "walker" - who are responsible in the eyes of society and the world for the maintenance of its integrity and honour - to abandon the manufacture of whisky.

Hiram Walker & Sons believe in professional ethics. They seek professional integrity, not from compulsion, but from pride. Their business is clean, to use an expression that has become idiomatic. Referring to the sale of Hiram Walker & Sons' distillery and to the popularity of the new stock issue, and conjecturing over the coming to Ontario of the Customs Probing Commission, which, at the time this is being written, is touring Canada investigating charges of irregularities in the Customs and Excise Departments of the country, the Financial Post of Toronto, in its edition of Dec. 31, 1926, says the following:

"The customs probe is coming to Ontario shortly and many investors (in Hiram Walker's Limited) look askance, but those close to the company (Hiram Walker & Sons) assert that it has nothing to fear from the probe."

Nothing need be added to this public and authoritative statement. The object of the firm of Hiram Walker & Sons has always been to respect legislation, to resist all attempts to violate laws and to conduct a strictly legal business, in the most honourable way possible.

There is nothing inherently wrong in whisky-making, providing it is good whisky, a consumable product. Whisky has been from time immemorial regarded as a potable beverage, sustaining in its very substance, and medicinal in its effect. Its use has been condemned only by extremists; but its abuse has never been condoned by any serious person. Under our present prohibitive laws, there is an opening for wrong-doing in the distribution of whisky. Prohibition is like tariffs. It invites smuggling. Take away tariffs and there will be no smuggling. Take away prohibition

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and you remove all the complaints about distribution of whisky, which is the only source for the impression-false impression-that whiskey manufacturers are in league with law violators.

There is something else. United States is "dry" and the prohibition forces in that country are strong, powerful and active. Yet whisky is consumed in United States, almost to the same degree that it ever was. Justly or unjustly, Canada is regarded as the chief source from which whiskey is smuggled into United States, and it is distasteful to Hiram Walker & Sons, Limited, to know that, despite their efforts to conduct their business in a strictly legal and clean way, some of their product find their way to dry countries, via channels entirely beyond their control.

Another reason for disposing of their distilling interests is to be found in the desire of the heirs to place their investments in enterprises of a non-hazardous character. No one can foretell what fate is in store for the whisky-distilling business. Whatever assurances might be given that it will be undisturbed, the whims of the public remain uncontrollable. For that reason whisky-distilling is a hazardous business, and the Walker heirs prefer stability and security.

prohibition forces in that country are strong, powerful and active. Yet whisky is consumed in United States, almost to the same degree that it ever was. Justly or unjustly Canada is regarded as the chief source from which whisky is smuggled in United States, and Hiram Walker & Sons, being the best known Canadian Whisky Manufacturers in United States, there is apt to be an impression that they are partners in a conspiracy to flood the country with liquor, thus thwarting the purpose and aim of the Volstead Act. If such an impression should ever be created, it is needless to say that the firm of Hiram Walker & Sons would regret the occurrence and rue the occasion. By getting out of the business at this time, Hiram Walker & Sons are making themselves immune, so far as allegations of conspiracy or collusion are concerned.

It has thus become evident that the single motive in the sale of Hiram Walker & Sons' distillery is an ethical one. As this is being penned, the Board of Directors of the firm are sitting in chambers, discussing the final details of the agreement of sale, prior to the transfer of the stock. There is something almost pathetic in this coincidence. As this book ends, so also ends the control of the business founded by the subject of this biography, sixty-nine years ago. There is no need for elaboration on this fact.

But what of this disposal? Although the owners of Hiram Walker & Sons are the chiefly concerned, they appear unconcerned when compared with the staff—all the staff from the office junior to the highest executive official. In few institutions can such a lofty spirit of loyalty be found as exists at Walker's. Some few years ago, at a banquet given by officials, the average length of service of the attendants was twenty years. No greater compliment could ever be paid to employer and employee. But apart from this shining fact there is also that undescribable feeling in every employee, whether at the humdrum of routine or at the direction, that something unusual in character and serious of consequence, has happened sixty-nine years and all the romance of success and achievement cannot be wiped out with one stroke of the pen. That seems the feeling among the staff—

a tribute of respect and loyalty to a firm that has been ever kind, generous and honorable.

Founded by Hiram Walker in 1858, the Walker Distillery ends with his two Grandsons, Harrington E. Walker and Hiram H. Walker, respectively President and Vice-President of the firm.

Of the one an anonymous writer has said:

"He is of a scrupulous probity. In his eyes subterfuge is dishonesty, He wants "Covenants openly arrived at". His diplomacy is facts; yet he has tact, ability and a disarming courage..... He is enterprising, pushing and hard-working; has a good judgment and the will to exercise it..... He is sympathetic and generous, loyal and just; austere in matters of decorum, but the best of hosts in society".

Of the other the same writer has said:

"Despite his numerous business occupations he gives unspareingly of his time and talent to community service, both in the Border Cities and Detroit.

"In business his discussions are to the point: he has grown in the family tradition. He familiarizes himself with the matter under study, and his questions and answers are invariably precise, sometimes disconcerting. He possesses an analytical mind: what he does not see at a glance, he turns and twists until he finally grasps it. He likes to deal with facts, not with assumptions and conjectures. He dislikes brushing the surface; he wants to go to the core..... Heir to a million, he is prouder of the name he inherited than of the fortune that came to him..... His ambition is to be somebody by his own personal merits. He is succeeding."

THE END

Epilogue

There is an old adage which says: "The first generation builds; the second improves, and the third destroys". This proverb applies more particularly to industrial enterprises, but, with slight alterations, could be made to picture the situation, so far as the Walker distillery is concerned. Hiram Walker founded it, his three sons (the second generation) improved it, and his grandsons (the third generation), working under greatly modified social conditions in the creation of which governments, customs, habits, prejudice, bias and ignorance had their respective influence - destroyed its continuity.

The two preceding chapters were written while the negotiations for the sale of Hiram Walker & Sons' Distillery were in progress. They thus constitute a record of current events - a picture of contemporaneous conditions. Since then the details of the transaction have been agreed upon, and although at the time of writing, no transfers have been executed, indications are strongly to the effect that by February 1, 1927, Hiram Walker & Sons' Distillery shall have passed into new hands.

The full details of the transaction are not of material importance. Its main features are that the entire stock of Hiram Walker & Sons, Limited, is now owned and controlled by a new company, registered under the name of Hiram Walker's Limited, The operating company is Hiram Walker Sons, Limited, which, however, is under the direction of an entirely new Board.

During the three weeks immediately prior to the sale of the Walker distillery, newspapers throughout Canada and United States published columns after columns of news and comments on the transaction. The general trend of the comments has been a form of panegyric on the founder of the institution and his successors.

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continuation of -- EPILOGUE

The writer thus happily finds himself universally supported in his opinion of the character, not only of Hiram Walker and his successors, but also of the institution itself. He is therefore highly pleased to dedicate this book to the descendants of Hiram Walker, hoping in so doing that this work shall have helped to encourage respect for and love of, tradition and ancestry.

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